California Energy Efficiency Coordinating Committee (CAEECC) Hosted Composition, Diversity, Equity & Inclusion Working Group

Report and Recommendations to the Full CAEECC

FINAL REPORT

April 4, 2022

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Section 1: Introduction and Overview

1.1 Working Group Charge

The charge and scope of the CAEECC Composition Diversity Equity & Inclusion Working Group (CDEI WG) includes two intrinsically linked elements:

1. **Review CAEECC membership** including composition of the *organizations* on CAEECC, as well as diversity of *Member representatives*. Identify next steps to address any composition and diversity issues, including overcoming any identified barriers to participation.
2. **Recommend additional ways to create a more diverse, equitable, inclusive, and accessible CAEECC collaborative** to (a) allow for wider access and easier participation from a wider array of stakeholders and (b) to foster a space to ensure that CAEECC's recommendations on policies and programs are grounded on input from a more inclusive and diverse group.[1]

1.2 Working Group Background, History, and Context

The impetus for reviewing CAEECC Membership stems from Ground rule 7, adopted in 2019, which states that "Periodically (i.e., every other year) the CAEECC should consider whether important broad stakeholder clusters are missing from current CAEECC make-up—e.g., an organization specializing in social justice issues."[2]

A number of changes related to ongoing transitions in the California energy efficiency landscape warrant careful consideration within the context of reviewing CAEECC Membership and its Justice, Equity, Diversity, and Inclusion (JEDI)[3] practices. There were many changes for the Working Group to consider. For instance, the launch of the new Equity and Market Support segments[4] – and relatedly, rising energy burden, disproportionate impacts of COVID on low-income communities and communities of color, and other inequities in energy efficiency (such as lack of decision-making opportunity) that also intersect with economic and racial inequities. (Note: CAEECC focuses exclusively on market-rate energy efficiency programs, not on the Energy Savings Assistance Program). Other relevant changes include the forthcoming launch of the statewide Market Transformation portfolio and its Independent Administrator,[5] as well as the ongoing transition towards greater third-party involvement in the design, implementation, and delivery of energy efficiency programs.[6] The CPUC has also been scaling up its work

[1] This element of the WG is in alignment with Goal 5 of the CPUC's Environmental and Social Justice (ESJ) Action Plan (AP), which calls on the CPUC to "Enhance outreach and public participation opportunities for ESJ communities to meaningfully participate in the CPUC's decision-making process and benefit from CPUC programs. Environmental and Social Justice Action Plan (ca.gov), p.21.

[2] Groundrule #7, p.8, of the "CAEECC Goals, Roles & Responsibilities", within "Appendix A: CAEECC Membership: Criteria and Process." Available on the "About Us" section of the CAEECC website: https://www.caeecc.org/caeecc-info.

[3] The Prospectus refers to Diversity, Equity & Inclusion (DEI), whereas the CDEI WG expanded the lens to Justice, Diversity, Equity & Inclusion (JEDI).

[4] In CPUC D. 21-05-031, the Commission directed Program Administrators to "further segment their portfolios based on the primary program purpose, into the following three segments": Resource Acquisition, Market Support, and Equity.

[5] See Decision 19-12-021: https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M321/K507/321507615.PDF

[6] In CPUC D.18-01-004, OP 1, the Commission directed the California investor-owned utilities to allocate at least 60% of their Business Plan budgets to third-party programs by the end of 2022.

on its Environmental and Social Justice Action Plan[7] to make regulatory processes more diverse, inclusive, and equitable.

Originally, the focus of the WG was going to be solely on membership composition. However, at the request of the California Public Utilities Commission (CPUC), the scope expanded to include charting a course for CAEECC to be a leader in implementing justice, equity, diversity, and inclusion best practices. This includes, but is not limited to:

1. Creating a more diverse and representative CAEECC,
2. Actively engaging and uplifting the voices and perspectives of underrepresented people and communities as CAEECC develops and delivers work products to inform CPUC policies and proceedings,
3. Providing input on the programs offered by the energy efficiency program administrators, and
4. Creating more accessible opportunities to engage with CAEECC and working group tasks.

This strategy was supported and agreed to by the CAEECC membership at its December 2, 2021 meeting. The CAEECC was established in 2015 through Decision 15-10-028[8] for a specific purpose and focused mainly (but not exclusively) on parties to the energy efficiency proceeding. Given the aforementioned critical issues, the proposal approved in the Prospectus was to evaluate the current structure and practices of CAEECC to identify how CAEECC can ensure accessible, inclusive, and diverse representation to inform CAEECC's energy efficiency policy proposals.

The WG was tasked with exploring different aspects of Diversity including but not limited to racial, cultural, ethnic, abilities, gender, economic, religious, and generational diversity. The intent of this work was to foster greater impact and stronger and more equitable outcomes in CAEECC's energy efficiency work. Historically, the representation of CAEECC Member organizations has been more homogeneous than representative of the diverse communities across California.

The full CDEI WG met five times between January and March 2022. An optional Onboarding meeting was held before the first full WG meeting for any Members who wanted background on CAEECC, and it served as an opportunity for new WG Members to get to know one another and ask questions about CAEECC and the WG at large.

Five mini teams (or "sub-working groups"), focused on each of the five categories of recommendations (see section 1.6 for list of five categories), met at least once each to prioritize and refine recommendation proposals. The culmination of the CDEI WG is this Report and a presentation to the Full CAEECC on April 12, 2022. CAEECC did not delegate final recommendation approval to the WG, thus recommendations need to be reviewed and approved by CAEECC Members at the April 2022 meeting.

Note: The CDEI working group came up with ~85 recommendations for how CAEECC can advance JEDI best practices based on the WG's charge. Due to the tight timeline and infeasibility of fully developing

[7] https://www.cpuc.ca.gov/news-and-updates/newsroom/environmental-and-social-justice-action-plan.
[8] https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M155/K511/155511942.pdf.

the 85 recommendations, the CDEI working group focused on approximately 3-5 prioritized recommendations for each category. These 15 recommendations were chosen based on CDEI membership polling (i.e., the recommendations with the highest prioritization), mini team discussions (which were open to all WG Members), and full WG deliberation and finalization. All other recommendation ideas are captured in Appendices 2-6 and can be referenced by future groups continuing the CDEI working group charge.

1.3 Role of Task Force in Launching Working Group

In the spirit of inclusivity, CAEECC invited interested Members and non-member stakeholders to draft the Prospectus[9] and recruitment strategy for this Working Group. Representatives from five CAEECC Member organizations plus the CPUC volunteered for the task force. The volunteers include:

- Alejandra Tellez (Tri-County Regional Energy Network)
- Fabiola Lao (Center for Sustainable Energy)
- Lara Ettenson (Natural Resources Defense Council)
- Lujuana Medina (Southern California Regional Energy Network)
- Melanie Peck (The Energy Coalition)
- Alison LaBonte, Monica Palmeira, and Nils Strindberg (California Public Utilities Commission)

The task force met once in November 2021. The Prospectus and recruitment strategy that they crafted was approved by the Full CAEECC at the December 2021 meeting.

The task force suggested a number of organizations and listservs to recruit for the CDEI Working Group. The list included: CAEECC listserv, Strategic Growth Council newsletter, California Energy Commission listservs (Energy Efficiency, Advanced Energy Efficiency, and Barriers), CPUC local government liaison outreach (for Community Based Organization contacts), CPUC listservs (Environmental and Social Justice Action Plan, Office of Planning & Research, Low Income Oversight Board, R.13-11-005, A.19-11-003), Disadvantaged Communities Advisory Group, CalEPA, California Air Resources Board, Rising Sun, Greenlining, TURN, and the Public Advocates Office.

1.4 Working Group Members

The WG was open to representatives from any CAEECC Member organization, plus other qualified organizations that met CAEECC's application criteria. As outlined in the Prospectus, selection criteria included a commitment to attending all meetings (either the lead or designated alternate), abiding by all CAEECC WG Groundrules (Appendix A of the Prospectus), completing assigned work between meetings, and having experience in JEDI and/or energy efficiency.[10]

The WG's 18 Members included 8 from CAEECC Member organizations, 9 from non-CAEECC member organizations, plus the CPUC, which served as an Ex-Officio non-voting resource, both on the full WG

[9] CDEI WG Prospectus available at https://www.caeecc.org/cdei-working-group.

[10] Applications were open from November 17-December 15, 2021; final determinations were made December 17, 2021. All applicants were accepted and welcomed as WG Members.

and on each of the five mini teams. A list of the lead representatives and alternates for each CDEI WG Member organization is provided in Appendix 1.

Voting and Ex-Officio Member organizations are shown in Table 1.

Table 1: CDEI WG Member Organizations[11]

CAEECC Member or Ex-Officio	#	Organization
CAEECC MEMBERS	1	Consortium for Energy Efficiency (CEE)
	2	Center for Sustainable Energy (CSE)
	3	Southern California Edison (SCE)
	4	Natural Resources Defense Council (NRDC)
	5	Tri-County Regional Energy Network (3C-REN)
	6	Southern California Regional Energy Network (SoCalREN)
	7	The Energy Coalition
	8	San Joaquin Valley Clean Energy Organization (SJVCEO)
NON-CAEECC MEMBERS	9	La Cooperativa Campesina de California
	10	ICF
	11	SEI (Strategic Energy Innovations)
	12	Viridis Consulting, LLC
	13	Greenbank Associates
	14	Energy Efficiency Council
	15	Future Energy Enterprises, LLC
	16	Don Arambula Consulting
	17	Silent Running LLC
EX-OFFICIO	18	California Public Utilities Commission (CPUC)

The Public was welcome to observe and contribute to WG meetings. A few members of the Public did attend meetings, though none participated in public comment. A record of attendance can be found in the meeting summaries, linked in Appendix 10.

CAEECC Facilitator Katie Abrams facilitated the CDEI WG meetings and WG process, with guidance and input from CAEECC Co-Chairs, Energy Division, Facilitation Team, and Working Group Members.

1.5 Approach to Developing Recommendations & Seeking Consensus

The process for brainstorming, prioritizing, and refining recommendations included in-meeting brainstorming sessions (in plenary and through breakout groups), between meeting homework

[11] See Appendix A for a detailed list of each Composition, Diversity, Equity & Inclusion Work Group Member lead representative and alternate.

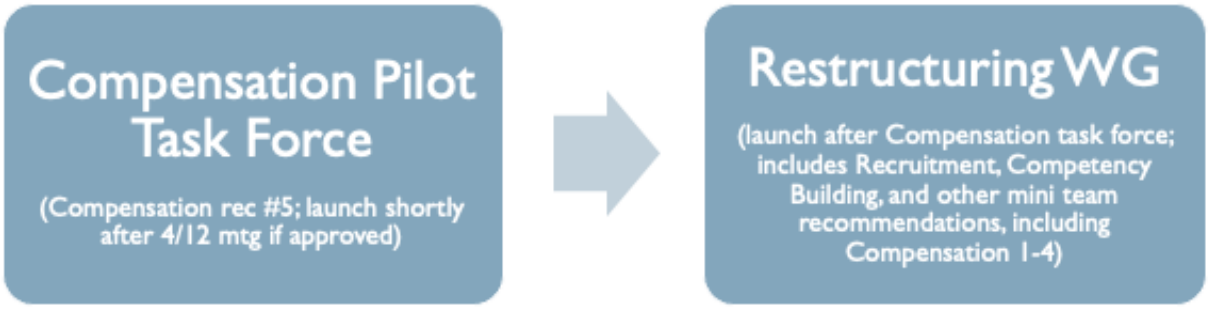
assignments in between meetings (brainstorming, rating, ranking, and prioritizing), and mini team meetings (to prioritize and refine initial recommendation ideas).

All recommendations within this Report are made by consensus of the CDEI WG Members.

1.6 Recommendation Overview

The Working Group proposes a Task Force be developed to create a Compensation pilot (recommendation #5), followed by the launch of a Restructuring CAEECC Working Group (which would address Compensation recommendations 1-4, the Restructuring proposal/recommendation, plus all the Competency Building and Recruitment & Retention recommendations).

The Compensation Task Force would have the sole task of developing a pilot compensation mechanism that will be prepared for and piloted by the Restructuring Working Group (i.e., Compensation Recommendation #5 will be pulled out of the compensation set of recommendations to be dealt with first). Compensation recommendations #1-4, and any remaining compensation recommendation #5 tasks beyond the pilot compensation mechanism, would be scoped into the Restructuring Working Group. The following is a visual representation of this proposal.



A. Problem Statement

1. There is no current process to compensate eligible stakeholders for meaningful participation in CAEECC related meetings and/or working groups.
2. The Restructuring Working Group will likely require compensation for eligible stakeholders in order to be an inclusive and accessible working group for stakeholders who are not already engaged in CAEECC activities.
3. There needs to be a clear timeline for the Compensation Task Force as it is a critical path activity for launching the Restructuring WG but also shouldn't cause excessive delays in its commencement
4. The Restructuring Working Group will also need to address the broader/longer-term compensation matters.

B. Proposed Process to Implement the Working Group Recommendation

1. Soon after 4/12 Full CAEECC meeting, CAEECC would release an RFI (request for interest) to both CAEECC Members and other organizations and individuals, ascertaining the following 3 things:
    a. Whether the organization or individual would be interested in participating in a new Restructuring WG (based on the CDEI WG Report)
    b. Whether the organization or individual would likely need compensation in order to participate in the Restructuring WG (yes, no, maybe plus comments)
    c. Whether they would be interested in participating in a Compensation Task Force that would precede the full launch of the Restructuring WG to determine whether funds could be arranged to cover participation of organizations in need of funding for the Restructuring WG. Note: organizations and individuals would not be compensated for working on this compensation task force.
2. The Compensation Task Force would use the CDEI WG report to develop its charge, rather than seek formal approval from the Full CAEECC
3. Once funding is secured for eligible participants in the Restructuring WG, there would then be a more formal application process to participate in the Restructuring WG
4. The first task of the Restructuring WG will be to develop a full prospectus for the WG based on the CDEI WG Report.

1.7 Report Outline

This report outlines the outcomes and recommendations of the CDEI WG and is organized as follows:

- Section 2: Compensation Recommendations
- Section 3: Competency Building Recommendations
- Section 4: Recruitment & Retention Recommendations
- Section 5: Facilitation Recommendations
- Section 6: Restructuring CAEECC Recommendations
- Appendix 1: Working Group Member Organizations and Representatives
- Appendix 2: Additional Information and Recommendation Ideas for Compensation
- Appendix 3: Additional Information and Recommendation Ideas for Competency Building
- Appendix 4: Additional Information and Recommendation Ideas for Recruitment & Retention
- Appendix 5: Additional Information and Recommendation Ideas for Facilitation
- Appendix 6: Additional Information and Recommendation Ideas for Restructuring CAEECC
- Appendix 7: Key Definitions
- Appendix 8: Discussion of Key Scope Questions
- Appendix 9: Implementation Considerations
- Appendix 10: Key Meeting Info

Sections 2-6 feature each of the five categories of recommendations the WG bucketed ideas into: Compensation, Competency Building, Recruitment & Retention, Facilitation, and Restructuring CAEECC. There is overlap between categories, which is noted throughout this report.

Although listed separately in the Prospectus, Membership Composition (Composition) and Justice, Equity, Diversity & Inclusion (JEDI) recommendations are integrated throughout this report. The WG

decided (at the 2nd WG meeting) that Composition recommendations would be made for the purpose of supporting the JEDI recommendations.

Note that many recommendations reference target or eligible stakeholders; these lists are intended to be illustrative and may not be comprehensive.

1.7 Relevant CAEECC Working Groups

There were two CAEECC-hosted Working Groups that provide relevant supplementary background and recommendations related to the work of this Working Group: the Equity Metrics Working Group (EMWG) and the Underserved Working Group (UWG).

EMWG was hosted July-September 2021 with a charge of identifying and defining the most important Objectives and associated key Metric(s) for the new Equity portfolio segment established by the CPUC in Decision 21-05-031.[12] The Final Report and other materials are available at the CAEECC EMWG landing page: https://www.caeecc.org/equity-metrics-working-group-meeting

UWG was hosted July 2020-July 2021, with a goal to **"**Determine who is not benefiting from Energy Efficiency and propose solutions to address this issue, including potentially a definition for 'underserved,' reframing the current definition of HTR to include others that are underserved, or other means**."** [13] There were three sub-Working Groups: Residential, Small-Medium Businesses, and the Public sector. The Final Summary Memo and reports for each of the three sectors are available at: More information can be found on the CAEECC UWG landing page: https://www.caeecc.org/underserved-working-group-2020

[12] See CPUC Decision 21-05-031: https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M385/K864/385864616.PDF.
[13] Prospectus is available at https://www.caeecc.org/underserved-working-group-2020.

Section 2: Compensation Recommendations

2.1 Background

This section includes 5 recommendations for Compensation Justice, Equity, Diversity & Inclusion (JEDI) best practices, including one that will be pulled out to form the basis of the proposed Compensation Task Force as described in Section 1.6. They are not listed in order of priority. Additional supporting information on recommendations can be found in Appendix 2.

The Problem: There is a need to identify optimal and feasible funding sources and ways of delivering these financial resources to Community-Based Organizations (CBOs) and other under-resourced organizations to encourage their participation and engagement in CAEECC for the long-term. Some of these organizations have indicated they have limited financial resources and staff capacity to actively participate in CAEECC. Furthermore, the need to compensate these organizations is a pressing theme that has emerged across CPUC proceedings and processes, and not just those pertaining to CAEECC. The importance for compensation is acknowledged by the CPUC through its efforts to create a CBO Participation Pilot Program, as outlined in its Environmental and Social Justice (ESJ) Action Plan: Draft Version 2.0.[14] The Plan's Action Item 1.2.2 calls for News and Outreach Office staff to "Identify a funding source outside of ICOMP and create a pilot program that aims to facilitate deeper involvement of CBOs in CPUC programs and processes."

Current Compensation Barriers:

- The CPUC's Intervenor Compensation Program (ICOMP) does not align with the needs of CBOs and environmental justice organizations, e.g., the process is too complicated; it's not financially sustainable for under-resourced groups to have to wait lengthy periods of time to be "reimbursed".
- Current statutory and regulatory requirements make it difficult for ratepayer funds to be used to compensate CBOs.
- There are some CBOs and other under-resourced organizations that have expressed they would participate and engage in CAEECC and/or the Working Groups if they were compensated. However, more tailored information is needed. For example, what type of compensation model do these organizations think would best meet their needs? What types of activities would these organizations like to be compensated for? Additionally, there might be organizations that would like to be compensated but have not shared this preference with CAEECC leadership.

Accountability/Determining Success: As each of the Compensation recommendations is further explored, metrics of success should be identified. For example, what would determine success for each of the following recommendations (e.g., number of participants, some other measurement of participation)? How would those metrics be tracked and reviewed? Setting metrics is outside of this WG's scope, but any recommendations that CAEECC approves should include a process for setting metrics.

[14] CPUC's Environmental & Social Justice Action Plan: Version 2.0 Draft, p.27.

2.2 Recommendations

A. Consensus Compensation Recommendation #1: Compensate eligible organizations and individual members

Eligible[15] individual climate or environmental justice leaders, CBOs, and under-resourced organizations, located in and/or serving Environmental and Social Justice (ESJ) Communities,[16] or others deemed eligible,[17] should be compensated for Membership in CAEECC (such as fixed-fee based remuneration) to ensure their meaningful participation in CAEECC meetings and activities.

The CPUC's ESJ Action Plan provides the following definition of ESJ Communities for the purposes of its policy and programs:

- "Predominantly communities of color or low-income communities; Underrepresented in the policy setting or decision-making process; Subject to a disproportionate impact from one or more environmental hazards; and Likely to experience disparate implementation of environmental regulations and socioeconomic investments in their communities."

Targeted communities typically include but are not limited to:

- Disadvantaged Communities, defined as census tracts that score in the top 25% of CalEnviroScreen 3.0, along with those that score within the highest 5% of CalEnviroScreen 3.0's Pollution Burden but do not receive an overall CalEnviroScreen score;
- All Tribal lands;
- Low-income households (Household incomes below 80 percent of the area median income); and
- Low-income census tracts (Census tracts where aggregated household incomes are less than 80 percent of area or state median income)."

Deadline: Proposal for compensation mechanism to be finalized and approved no later than November 1, 2022.

Additional items for consideration: Please see Appendix 2 for background/reference material for consideration.

B. Consensus Compensation Recommendation #2: Establish regular membership activities eligible or ineligible[18] for compensation to help facilitate the compensation process.

These activities should include, but not be limited to: onboarding activities[19] (e.g., orientation, one-on-one conversations with Co-Chairs and/or facilitator team); attendance at Quarterly Meetings; preparation for all meetings (e.g., tracking facilitator and Co-Chair communications, completing

[15] Eligibility criteria would need to be determined.
[16] As defined in the CPUC's Environmental & Social Justice Action Plan: Version 2.0 Draft, p.9-10.
[17] Other stakeholders in this "other eligible" category – if not already captured in previous definitions - could include Title 1 Public K-14 schools, Indigenous, women, BIPOC, LGBQ-owned businesses, public sector, emerging small business, or small non-profit companies advancing clean energy solutions, etc.
[18] Eligibility (or ineligibility) criteria would need to be determined.
[19] Onboarding activities for new members should also include activities identified by these members to help them meet their needs. Member-identified needs will be particularly applicable to organizations and entities new to either CAEECC or the energy efficiency sector in general.

surveys/homework); and participation in a Working Group(s), Sub-Working Group(s), and/or Ad-Hoc CAEECC workshops and related Working Group/workshop activities.[20]

Deadline: List of eligible activities to be finalized and approved no later than June 1, 2022.

Additional items for consideration: Please see Appendix 2 for background/reference material for consideration.

This recommendation needs to be coordinated with Compensation Recommendation #5 and/or the work of the other mini teams.

C. Consensus Compensation Recommendation #3: Determine feasibility of using energy efficiency funds for compensation

The Commission should determine the feasibility and availability of using funds allocated for energy efficiency (EE) purposes to compensate eligible[21] individual climate or environmental justice leaders, CBOs and under-resourced organizations located in and/or serving Environmental and Social Justice (ESJ) Communities,[22] or others deemed eligible[23] for their participation in CAEECC meetings and activities.

The second option (to be pursued simultaneously by an existing or future WG) is to explore possible funding from one or more third-party philanthropic entities that do not have a conflict of interest in CPUC EE Proceedings.

Deadline: Determine feasibility and availability of EE-allocated funding for compensation purposes no later than September 1, 2022. The second option will follow the same timeline.

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[20] This non-exhaustive list includes activities adapted from CAEECC's Goals, Roles & Responsibilities, and Ground Rules.

[21] Eligibility criteria would need to be determined.

[22] As defined in the CPUC's Environmental & Social Justice Action Plan: Version 2.0 Draft, p.9-10.
The CPUC's ESJ Action Plan provides the following definition of ESJ Communities for the purposes of its policy and programs:

- "Predominantly communities of color or low-income communities; Underrepresented in the policy setting or decision-making process; Subject to a disproportionate impact from one or more environmental hazards; and Likely to experience disparate implementation of environmental regulations and socioeconomic investments in their communities"

Targeted communities typically include but are not limited to:

- Disadvantaged Communities, defined as census tracts that score in the top 25% of CalEnviroScreen 3.0, along with those that score within the highest 5% of CalEnviroScreen 3.0's Pollution Burden but do not receive an overall CalEnviroScreen score;
- All Tribal lands;
- Low-income households (Household incomes below 80 percent of the area median income); and
- Low-income census tracts (Census tracts where aggregated household incomes are less than 80 percent of area or state median income)."

[23] Other stakeholders in this "other eligible" category – if not already captured in previous definitions - could include Title 1 Public K-14 schools, Indigenous, women, BIPOC, LGBQ-owned businesses, public sector, emerging small business, or small non-profit companies advancing clean energy solutions, etc.

Additional items for consideration: Please see Appendix 2 for more details. The Full CAEECC would be approving this recommendation language; Appendix 2 provides background/reference material for consideration.

D. Consensus Compensation Recommendation #4: Identify potential candidates for compensation

Leverage existing resources across CA State agencies to identify potential candidates for compensation – in coordination with Recruitment and Retention Sub-Working Group – to ensure these are eligible[24] individual climate or environmental justice leaders, CBOs and under-resourced organizations located in and/or serving Environmental and Social Justice (ESJ) Communities,[25] or others deemed eligible.[26]

Deadline: List of potential organizations for compensation to be finalized and approved no later than June 30, 2022**.**

Additional items for consideration: Please see Appendix 2 for background/reference material for consideration.

E. Consensus Compensation Recommendation #5: Approve a Compensation Working Group/Task Force

Approve an ongoing Compensation Working Group / Task Force – potentially collaborating with, or to be integrated with a post-CDEI Working Group/mini team – to conduct necessary action items and allow for ample time to successfully implement the Compensation recommendations 1-4.

Deadline: Approval of this ongoing Sub-Working Group to be finalized no later than CAEECC's Q1 Quarterly - Part 2 meeting on April 12, 2022.

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[24] Eligibility criteria would need to be determined.

[25] As defined in the CPUC's Environmental & Social Justice Action Plan: Version 2.0 Draft, p.9-10.
The CPUC's ESJ Action Plan provides the following definition of ESJ Communities for the purposes of its policy and programs:

- "Predominantly communities of color or low-income communities; Underrepresented in the policy setting or decision-making process; Subject to a disproportionate impact from one or more environmental hazards; and Likely to experience disparate implementation of environmental regulations and socioeconomic investments in their communities"

Targeted communities typically include but are not limited to:

- Disadvantaged Communities, defined as census tracts that score in the top 25% of CalEnviroScreen 3.0, along with those that score within the highest 5% of CalEnviroScreen 3.0's Pollution Burden but do not receive an overall CalEnviroScreen score;
- All Tribal lands;
- Low-income households (Household incomes below 80 percent of the area median income); and
- Low-income census tracts (Census tracts where aggregated household incomes are less than 80 percent of area or state median income)."

[26] Other stakeholders in this "other eligible" category – if not already captured in previous definitions - could include Title 1 Public K-14 schools, Indigenous, women, BIPOC, LGBQ-owned businesses, public sector, emerging small business, or small non-profit companies advancing clean energy solutions, etc.

Section 3: Competency Building Recommendations

3.1 Background

This section includes 5 recommendations on Competency Building that were chosen based on CDEI WG prioritization surveys, mini-team discussions, and vetted with the full CDEI WG. The recommendations are organized into three phases: application, orientation, and during membership. Additional information on the process, and a list of additional recommendations prioritized but not discussed by the full Working Group (and therefore not presented to CAEECC for approval), can be found in Appendix 3.

Accountability/Determining Success: As each of the recommendations is further explored, metrics of success should be identified. For example, what would determine success for each of the following recommendations (e.g., number of participants, some other measurement of participation)? How would those metrics be tracked and reviewed? Setting metrics is outside of this WG's scope, but any recommendations CAEECC approves should include a process for setting metrics.

3.2 Application Phase Recommendations

A. Consensus Competency Building Recommendation #1: Provide access to Energy efficiency and JEDI information.

WHAT: CAEECC will provide reference/educational materials to prospective applicants on energy efficiency (EE), Justice, Equity, Diversity, and Inclusion (JEDI), environmental justice (as applied to energy efficiency), racial equity (as applied to energy efficiency), and CAEECC. These materials will remain available to all CAEECC members throughout their tenure as a CAEECC member.

Educational materials would include things such as: handouts (electronic informational documents), presentations (prerecorded), and links to key websites whose content promotes increased understanding of EE and JEDI. The information available to prospective candidates would be the same as the materials available to CAEECC members. The main difference would be that information available to prospective CAEECC members would primarily be recorded and available on demand.

The proposed materials are described in "Recommendation #3 - Provide EE, JEDI, CAEECC primers."

WHY: To support CAEECC's objective of a more inclusionary member base, applicants need background information specific to energy efficiency, justice, equity, diversity, and inclusion to help them submit a quality application.

HOW: A mini WG (TBD) identifies, vets, and reviews proposed materials and makes a recommendation on the final list or recommend that new materials are developed.[27]

[27] If possible, materials should be developed by qualified local California BIPOC-led racial equity trainers and facilitation experts, preferred over out-of-state academic.

COST IMPACT: Minimal if existing materials are used. If new materials are developed, cost is TBD. Existing racial equity training programs such as CCORE, already utilized by CPUC and other public agencies can be paid for by prospective applicants, and scholarships offered on a means/need basis TBD.

B. Consensus Competency Building Recommendation #2: Include a demonstration of and commitment to JEDI in the Membership Application.

WHAT: Application includes a statement that attests to applicant's stated commitment to JEDI. Sample statement: "As a representative of X, I will actively 1) demonstrate and 2) commit to an ongoing education and personal commitment to justice, equity, diversity, inclusion, and/or environmental justice in my participation as a CAEECC member, and to the best of my abilities, will leverage my influence to hold X accountable to these values at an organizational level…"

WHY: Emphasizes CAEECC's commitment to JEDI and helps applicants understand the importance of their own ongoing commitment.

HOW: Statement to be included in updated CAEECC application.

COST IMPACT: None.

Note: Add followups for accountability and demonstration of JEDI level of competency or commitment (for example: proof of completion of certain trainings, test of knowledge of Jemez,[28] EJ principles, or other content from the CPUC social equity action plan, etc.). The demonstration will need to vary.

3.3 Orientation Phase Recommendations

A. Consensus Competency Building Recommendation #3: Provide EE, JEDI, and CAEECC primers.

WHAT: Develop and deliver training "primers" in EE, JEDI, and CAEECC for new members.[29]
Primers are onboarding materials in the form of handouts (electronic informational documents), presentations (prerecorded or live), and links to key websites or people should member seek further depth, designed to bring everyone in group to a common base-level understanding necessary to have constructive/productive/inclusive dialogue toward groups' objective.

[28] https://www.ejnet.org/ej/jemez.pdf.

[29] Developers should be well qualified, and compensated such as Race Forward, Facilitating Power, or Movement Strategies Center, NAACP, APEN, Greenlining, or others.

Primers in EE should include (and are not limited to):

- EE Policy Basics Handout
- EE crash course - a live or prerecorded presentation covering today's California Energy Efficiency policy, historical evolution of policy noting recent significant shifts and the driver for these, and an overview of administrators of energy efficiency programs and state energy and climate goals updates
- EE glossary

Primers in JEDI should include (and are not limited to):

Complete a free online JEDI competency/training, one that includes self-assessment. Examples include California's Capitol Collaborative on Race & Equity[30] (CCORE) from Race Forward, or Implicit Bias training: From Ohio State University Kirwan Institute for the Study of Race and Ethnicity.[31] Any training sources used should be vetted to ensure quality and appropriateness and should go beyond corporate implicit bias to include DEI and understanding EJ and racism along with power dynamics.

- Review and ask any questions / make suggestions (we value fresh perspective and inviting questions helps normalize having conversation of race and equity) to living CAEECC CDEI glossary
- Content focused on the intersection of EE and JEDI[32]

Primers in CAEECC structure should include (and are not limited to):

- Orientation to CAEECC presentation (similar to 1/11/2022 CDEI WG onboarding)
- Primer on composition of CAEECC membership, and for member organization types, the power/authority each hold, and any notable historic/recent position CAEECC member organization advocates for

WHY: To create a common understanding of JEDI, EE, and the structure of CAEECC which allow new members to speak and be heard.[33]

HOW:

- CAEECC membership develops a mini WG by selecting among membership two-three people (onboarding for EE/DEI competency) to compile preexisting (or direct the work of consultants/program administrators to create) and vet primers for new members.[34]
- Where EE primers do not exist at this time, require hired consultants, or program administrators, advocates, or others as appropriate to develop
- Primer on CAEECC membership organization types and their power, authority, and historical positions doesn't exist. Groups such as Facilitation team, CPUC, and long-standing members to survey member organization types to develop

[30] California's Capitol Collaborative on Race & Equity (CCORE): https://sgc.ca.gov/programs/healthandequity/racial-equity/.
[31] https://kirwaninstitute.osu.edu/implicit-bias-training.
[32] Consider also focusing on energy democracy and environmental justice.
[33] Another purpose could be to share in leadership and decision-making.
[34] CAEECC members or volunteer WGs should not do any development of DEI, environmental justice or racial equity primers or list pre-qualified trainings; experts should be hired.

- Primers are kept up to date and made accessible through the CAEECC website for anyone (not just onboarding members, but prospective member, public, current members)

WHEN:
- Compile initial set of primers that leverage from existing content and post these for new member onboarding by August 1st, 2022.
- Complete additional (requiring new content development) by September 30, 2022.

COST IMPACT: Minimal if existing materials are used. If new materials are developed, cost is TBD.

3.4 During Membership Phase Recommendations

A. Consensus Competency Building Recommendation #4: Develop and adopt a JEDI framework and lens to utilize for decision-making and planning of CAEECC and CAEECC influence to CPUC strategies.

WHAT: A tool that helps ensure processes related to design, implementation, and evaluation within CAEECC consistently consider the concepts of justice, equity, diversity, inclusion, and justice (JEDI). It consists of JEDI-driven questions that serve as guidelines for CAEECC member representatives and staff to reflect on decision making processes, including but not limited to naming potential assumptions, identifying who is or is not included and when, and determining if and how a decision prioritizes and impacts the communities prioritized by the CPUC.

WHY: To increase the likelihood that CAEECC's decisions center JEDI through individual and group accountability and intentional reflection.

HOW: First, assemble a small group (TBD) who hold the expertise for EJ and equity in a JEDI lens to own this plan. Second, define framework and lens. Third, research possible content and formats for the JEDI Lens. Fourth, develop and finalize the document. Fifth, develop a plan to train representatives and staff on Lens use. Sixth, create opportunities throughout and after the development of the Lens for stakeholders to provide feedback. Seventh, determine a cadence for re-evaluating the tool to keep it relevant and in alignment with industry needs.

COST IMPACT: This recommendation requires deliberate budgeting for staff research and development time. Also dependent on representative compensation including Restructuring WG and other EJ expert consultants. No cost for materials.

B. Consensus Competency Building Recommendation #5: Underrepresented communities lead trainings and refreshers.

WHAT: In conjunction with educational materials, CAEECC member organizations and representatives will be provided and expected to, wherever possible, participate in JEDI and EE trainings and other learning forums organized or otherwise sponsored by CAEECC. For this work, the CAEECC JEDI Lens/Framework should be utilized to develop, hire as appropriate, implement, and evaluate these forums, especially in considering their facilitators.

WHY: CAEECC is committed to the development of member organizations and representatives. CAEECC also recognizes the need to economically support the organizations and individuals who have developed expertise in the fields of JEDI and EE.

HOW: First, assemble a small group of CAEECC Facilitation staff, CAEECC member representatives, and representatives from CDEI WG Members, in partnership with others who hold JEDI and EJ expertise to own this plan. Second, research possible content and formats for the forums. Third, develop and finalize the cadence, content, and formats. Fourth, create opportunities throughout and after the development of the forums for stakeholders to provide feedback. Sixth, determine a cadence for hosting and evaluating the forums to keep them relevant and in alignment with industry needs.

COST IMPACT: Cost of CAEECC Facilitation time and cost of partnership/compensation for entities leading trainings and other forums.

Section 4: Recruitment & Retention Recommendations

4.1 Background

This section includes 4 recommendations on Recruitment & Retention that were chosen based on CDEI WG prioritization surveys, mini-team discussions, and vetted with the full CDEI WG. Additional information and a list of additional recommendations prioritized but not discussed by the full Working Group (and therefore not presented for CAEECC approved), can be found in Appendix 4.

Accountability/Determining Success: As each of the recommendations is further explored, metrics of success should be identified. For example, what would determine success for each of the following recommendations (e.g., number of participants, some other measurement of participation)? How would those metrics be tracked and reviewed? Setting metrics is outside of this WG's scope, but any recommendations CAEECC approves should include a process for setting metrics.

4.2 Recommendations

A. Consensus Recruitment & Retention Recommendation #1: Identify, outreach, and engage organizations outside of traditional CPUC parties.

The Working Group recommends the following next steps:

- Step 1: Identify comprehensive list of organizations who work directly in disadvantaged, low-income and EJ communities, in all regions (Note: resources below are examples and are not an exhaustive list):
    - California Environmental Justice Alliance (CEJA)
        - RATIONALE: CEJA have been doing work to identify Community Based Organizations that may be interested in this work.
    - Affordability En banc participants
        - RATIONALE: Affordability En banc participants might be interested.
    - Community Action Agencies (CAAs)
        - RATIONALE: They already distribute Low Income Home Energy Assistance Program (LIHEAP) and weatherization funds, pre-existing knowledge
        - ACTION: Get list of Community Action Agencies (CAAs)
        - ACTION: Trade Organization for CAAs in CA is: https://calcapa.org
    - San Joaquin Valley Pilot (Community Energy Navigators)
        - ACTION: Pilot on switching from propane to electric heating (heat pumps)
        - ACTION: Reach out to utility to get these
    - Community-Based organizations/non-profits who have provided implementation services (such as marketing and outreach), or participated in, energy efficiency programs, solar programs, sustainability initiatives, etc.
    - EJ Communities and community leaders including particular outreach to rural communities
    - Indigenous communities

    - Implementers and trade professionals with experience in low-income communities
- Step 2: Develop talking points about EE, etc. CAEECC and value proposition for CAAs/CBOs to participate
- Step 3: Identify 1-2 point people who can reach out to identified CBOs/CAAs
- Step 4: Outreach; 1:1 Listening session(s)
    - Set up 1:1 initial meeting(s) on-site (CAEECC goes to them)
    - Further engagement could include regional-specific meeting(s)
    - Discussion to identify barriers, wants and needs for participation
- Step 5: Develop fuller outreach strategy based on CBO/CAA input

B. Consensus Recruitment & Retention Recommendation #2: Outreach: Recruit from Regions that include Environmental and Social Justice (ESJ) Communities,[35] Income-Qualified,[36] Indigenous, Rural and/or are Underrepresented Communities

The Working Group recommends the following elements and next steps:

- Identify disadvantaged or underrepresented regions
- Geomap potential CBOs/CAAs
- Target outreach and engagement efforts specifically for CBOs/CAAs serving disadvantaged communities.
- Outreach coordinators and materials should match the racial/ethnic demographics and language of communities they are trying to target
- Ensure a balance of geographical, socio-economic, and public/private sector representation.

C. Consensus Recruitment & Retention Recommendation #3: Develop Recruitment and Retention Plan

The Working Group recommends the following elements and next steps be included:

1. Recruitment Plan
    a. To ensure CAEECC creates an inclusive and diverse environment at meetings. The Working Group recommends creating a detailed recruitment plan that is based on

[35] As defined in the CPUC's Environmental & Social Justice Action Plan: Version 2.0 Draft, p.9-10.
The CPUC's ESJ Action Plan provides the following definition of ESJ Communities for the purposes of its policy and programs:
- "Predominantly communities of color or low-income communities; Underrepresented in the policy setting or decision-making process; Subject to a disproportionate impact from one or more environmental hazards; and Likely to experience disparate implementation of environmental regulations and socioeconomic investments in their communities"

Targeted communities typically include but are not limited to:
- Disadvantaged Communities, defined as census tracts that score in the top 25% of CalEnviroScreen 3.0, along with those that score within the highest 5% of CalEnviroScreen 3.0's Pollution Burden but do not receive an overall CalEnviroScreen score;
- All Tribal lands;
- Low-income households (Household incomes below 80 percent of the area median income); and
- Low-income census tracts (Census tracts where aggregated household incomes are less than 80 percent of area or state median income)."

[36] Income-qualified is used as an inclusive term, which may include but is not limited to low-income.

feedback from 1:1 listening sessions with members and interested CBOs/CAAs identified after a broad-based outreach and recruitment campaign targeted to CBOs/CAAs (Recommendation #1, above).

i. Listening sessions: a subcommittee should schedule a series of listening sessions with members who attend quarterly CAEECC meetings to gain an understanding of why they joined, what resources they need to be a participating member of CAEECC, and what barriers may they have to attending or participating in meetings.

ii. Listening Sessions (CBOs/CAAs): a subcommittee should schedule a series of listening sessions with interested CBOs/CAAs to gain an understanding of how they might like to be involved in providing input to and oversight of the EE portfolios so that programs better meet the needs of their communities, what resources they need to be a participating member of CAEECC, and what barriers may they have to attending or participating in meetings. Also inquire whether a CBO/CAA-specific subcommittee should be formed to focus exclusively on issues related to EJ and Low-Income communities so the CBO/CAA time and input can be targeted and focused.

iii. Listening sessions: EJ Communities and community leaders including particular outreach to rural communities, agricultural communities and farm workers

iv. Listening sessions: Implementers and trade professionals with experience in low-income communities

v. Listening sessions: Indigenous communities

vi. Listening sessions: Other entities to be determined (e.g., consider Title 1 majority public K-14 school districts).[37]

b. Develop recruitment plan based on feedback from 1:1 listening sessions, above.

2. Retention Plan

a. To ensure CAEECC creates an inclusive and diverse environment at meetings. The Working Group recommends creating a detailed retention plan that includes the below considerations:

i. Track meeting attendance

ii. Have subcommittees that focus exclusively on topics of interest to CBOs/CAAs – low-income programs, bundling low-income programs with "like" programs in solar, etc.

[37] Other stakeholders in this "other eligible" category – if not already captured in previous definitions - could include Title 1 Public K-14 schools, Indigenous, women, BIPOC, LGBQ-owned businesses, public sector, emerging small business, or small non-profit companies advancing clean energy solutions, etc.

iii. Prioritize recommendations of CBOs/CAAs and give their recommendations greater weight on programs and issues affecting their communities, including:
    1. Program design
    2. Workforce development
    3. Program administration (or management) in their communities (i.e., who is running programs in their communities)
    4. Program implementation in their communities (i.e., who is doing the outreach, education, and program implementation in their communities)
iv. Track all CBO/CAA recommendations and have Program Administrators (PAs) respond[38] to how they will or are incorporating CBO/CAA suggestions into portfolio/program design, implementation, and evaluation
v. Consider creating an EJ/Low-Income focused subcommittee that focuses on issues of greatest interest to CBOs/CAAs, so their time commitment is focused on issues of greatest interest to them
vi. CBOs/CAAs will want to participate if it is clear their voices are making a difference
vii. Ensure that the facilitator for CBO/CAA subcommittee(s) has experience facilitating a working group comprised of diverse organizations in the public and private sector
viii. Regularly survey meeting attendees to understand success/challenges of maintaining an inclusive and collaborative meeting environment

D. Consensus Recruitment & Retention Recommendation #4: Engage with Service Providers[39] who work with Underrepresented Customers

The Working Group recommends the following elements and next steps:

1. Conduct Baseline Analysis
    a. For the past three years, have all Program Administrators (PAs):
        i. Identify who did outreach and where located (was outreach performed by organization located in a CalEnviroScreen communities or not, such as a local CBO/CAA or local for-profit company)
        ii. Identify all contractors/trade allies who did installations in CalEnviroScreen Communities and where located (whether the contractors/trade allies are based in CalEnviroScreen Communities or Not)

[38] Future Working Group will need to determine how PAs respond to the CAA and CBO suggestions (i.e., CAEECC meetings, email).

[39] Service providers is used as an inclusive term that includes but is not limited to contractors, trade professionals, and Minority or Women Owned Businesses.

iii. Identify the ownership and size (diverse and/or local small business) who did the installations in CalEnviroScreen Communities
iv. Implementation Firms
    1. How many dollars went to diverse implementation vendors for implementing programs in disadvantaged (CalEnviroScreen Communities)
    2. How many current dollars are under contract with diverse vendors for programs in disadvantaged communities?

2. Set goals going forward of
    a. 100% of outreach should be done by CBOs/CAAs or firms located in communities that are served by programs
    b. 100% of implementation in disadvantaged communities should be from businesses located in those communities (trades – HVAC contractors, insulation contractors, Direct Install)
        i. If the trades don't exist in a particular community, then they need to be developed.
3. Help form coalition of diverse, small, and "local" (to CalEnviroScreen communities) organization who can represent and work to build capacity in these communities.

Section 5: Facilitation

5.1 Overview

The Working Group did not have time to refine or fully flesh out recommendations on Facilitation. Recommendations prioritized but not discussed by the full Working Group, can be found in Appendix 5.

Section 6: Restructuring CAEECC Recommendations

6.1 Background

Due to the tight timeline and numerous recommendations that span multiple topics, the CDEI working group proposes a single recommendation to convene a dedicated group following the completion of the CDEI working group effort. A complete list of restructuring CAEECC recommendations is captured in Appendix 6 and can be referenced by future groups continuing the CDEI working group charge. Note: the list in Appendix 6 is not being presented for CAEECC approval.

Problem Statement: As identified in Section 1, there have been numerous changes in policies, activities, and focus on ensuring a more diverse, equitable, and inclusive approach to developing energy efficiency policy and programs. To ensure CAEECC is structured to match these changes and to advance inclusive decision-making,[40] CAEECC's current purpose and structure should be evaluated and revised as needed.

Accountability/How Success Will be measured: If the "Restructuring CAEECC" group is approved, they will need to include metrics of success in their proposals.

6.2 Recommendation

A. Restructuring CAEECC Recommendation #1: Establish a Post-CDEI Restructuring Working Group

1. Overview of the Restructuring Mini Group Proposal to Establish a Post-CDEI Working Group
    a. The CDEI Working Group mini team proposes to establish a working group after the close of the current CDEI WG process entitled "Restructuring CAEECC Working Group." Hereinafter called "Restructuring Working Group."
    b. This proposed group will co-create a process to develop a comprehensive proposal for restructuring CAEECC and guidance for its working groups or any subcommittees, after the conclusion of this CDEI working group, to more effectively accomplish the aims of the CAEECC to meet CPUC justice, equity, diversity, inclusion, and energy efficiency goals.
    c. The first step of that proposal would be to draft a prospectus that meets the objectives of the working group, as delineated in Sections 3b and 3c.
    d. This group proposes a prospectus outline that:
        i. Includes the brainstorm of this restructuring mini group,
        ii. Builds on the whole of the CDEI Working Group homework and mini-working groups' work recommendations,
        iii. Creates placeholders for intersectional ideas from the other mini groups, and
        iv. Creates placeholders for future innovative ideas that support inclusive community-led solutions to meet CA state goals for Energy/Climate, Health in

[40] See Action Item #5 of the CPUC's Environmental and Social Justice Action Plan, https://www.cpuc.ca.gov/news-and-updates/newsroom/environmental-and-social-justice-action-plan, p.21.

All Policies, and Environmental and Social Justice Action plans including Racial Equity Action Plans in alignment with federal Justice40 benefits.[41]

e. The timeline for the above recommendation actions could be aligned with the current -- or an adjusted -- energy efficiency application and business plan proceeding timeline(s).
    i. Critical path issues should focus on identifying immediately accessible budget source(s) for full-time to half-time compensation for multiple members and development of outreach, communication, and competence support to remove barriers in bringing more public (i.e., K-14 education (K-12 + community college), local rural governments, etc.) and marginalized/under resourced community representatives to the table.
    ii. One process option is to have parties to the current energy efficiency application proceedings request that the forthcoming Restructuring CAEECC Working Group be written into scope of the EE Application and Business Plan proceeding, or some alternative method of accomplishing the recommendations for restructure.

2. Proposal for Compensation to Eligible Members of the "Restructuring Working Group"
    a. The proposed Restructuring Working Group must include appropriate level of compensation for members (either organization representatives or individuals) to fully support their participation in that working group (see 2e for a proposed approach for which members would receive compensation).
    b. Compensation is critical. Access to funding for compensation will allow the process and or forthcoming recommendations to be developed by the widest range of voices by removing barriers to JEDI's consistent and meaningful participation including but not limited to compensation.
    c. This proposed approach to compensation could be a test bed for the proposals coming from the compensation mini group.
    d. Any proposal should build from the foundational work done in the compensation CDEI mini group, with the flexibility to add/modify approaches as new ideas emerge.
    e. Some form of means-tested or income basis plus equal access, or other simple mechanism to provide adequate compensation to those who are not already compensated by their respective organization/or client-employer, should be instituted and readily available to all eligible for such.

[41] https://www.thejustice40.com/ and https://www.whitehouse.gov/omb/briefing-room/2021/07/20/the-path-to-achieving-justice40/

3. Proposed Structure of the Prospectus
    a. Include the why now?
        i. CAEECC is not currently structured in the way we need to show up for this work at this moment in 2022 to address justice, equity, diversity, and inclusion as it pertains to energy efficiency under the purview of the CPUC.
        ii. The authorizing language from the 2015 decision (D.15-10-028) is centered around parties, people with extensive energy efficiency experience, and does not include any language/guidance pertaining to justice, equity, diversity, or inclusion efforts. See here for summary of authorizing decision.
        iii. CAEECC's formal structure and approach to engagement needs to evolve to advance the Commission's commitment to Environmental and Social Justice as articulated through their "CPUC's Environmental and Social Justice Action Plan" ("Action Plan"), as well as to ensure efficiency offerings are designed to meet the needs of all customers and to invest meaningfully in communities left behind.
        iv. Perpetuating the status quo will continue to leave voices out and would undermine opportunities to meet the state and Commission Equity goals (can highlight specifics from the CPUC's Action Plan).
    b. What is the Restructuring Working Group's charge?
        i. Identify the purpose and objectives of an ongoing collaborative based on the current needs, limited to the market-rate energy efficiency proceeding. [reminder that the current CAEECC structure was defined in 2014 and codified in D.15-10-028. See here for summary of that decision]
        ii. Evaluate current CAEECC structure and identify how the current structure does or does not meet the purpose once identified.
        iii. Review the current governance documents (e.g., conflict of interest, ground rules, application, and recruitment docs, etc.) and authorizing language in D.15-10-028.
        iv. Identify any gaps in the limitations of CAEECC's structure and scope (limited to the market-rate energy efficiency proceeding) given it is now 2022 and given the state's climate energy and equity goals.
        v. Develop a new proposed structure, and any related sub-topics that affect its process, makeup, eligibility, and support needed, that meets the needs of the identified purpose of the group, leveraging what is working, and proposing new approaches and/or structure where needed.
    c. What are the objectives of the proposed group?
        i. Restructure CAEECC and its Working Groups, with proper income/means-based criteria to enable compensation, benefits, and resources (as outlined in Section 2).
        ii. Develop a shared leadership structure and diverse, inclusive, and equitable eligibility and make-up, purposed to center equity and environmental justice with regards to energy efficiency under the CPUC's purview.

iii. Create a framework with a diversity of voices representative of the community within the scope of CAEECC's work. This would include not only balanced numbers of representatives but would also account for the balance in power based on resources and capacity to influence policy at the CPUC. It would retain the requirement that that IOU's and non-IOU members should not have undue domination, per CPUC Decision D.15-10-028.
iv. Enable inclusive meetings and various opportunities for underrepresented voices to have access, and supportive capacity to meaningfully weigh in. If this also requires compensation and longer-term engagement or other supports, this should be explored by the Restructuring Working Group.
v. Align the governance policies with CPUC and state goals around justice, equity, diversity, and inclusion as well as recognize climate goals and the shift of energy efficiency to support carbon goals, and health inequities, as possible.

d. What categories are proposed to be in scope of the work?
   i. Accountability & Reporting
   ii. Composition/Eligibility (for both full CAEECC members as well as working group members)
   iii. Application Process including criteria/requirements for competencies, building off of other mini WG work
   iv. Conflict of interest process/disclosure and potential for ineligibility based on either conflict of interest or disclosures
   v. Competency Building
   vi. Any Compensation topics that remain outstanding (the Compensation pilot would launch before this WG so that eligible Restructuring WG Members could have Compensation)
   vii. Recruitment & Retention
   viii. Facilitation
   ix. Glossary
   x. CAEECC Scope of work/ limitations beyond EE - explore additional scope of CAEECC, for example:
      1. Identification of potential issues or working group /studies that would be helpful to CPUC.
      2. Review of current cost-effectiveness test. As the state of CA and the CEC have recognized that the metrics of the "cost-effectiveness test (CET)" are at least changing at worst or moot at best, and that carbon emissions are the new metric that matters, the CPUC should recognize this deficiency in any continuation of use of CET as a metric for business plan/performance and shift to greenhouse gas emissions and its own CPUC Social Cost of Carbon metrics.

e. What key questions should the group answer?
   i. The questions would match to the prioritized list of activities as identified above and below.

ii. The priorities below were determined through the CDEI working group breakout rooms at the February 23, 2022, CDEI Working Group meeting.
iii. All brainstorm/homework recommendations will be included in the draft prospectus to ensure that all ideas are captured.
iv. The forthcoming group would take the list and build on it as they see fit.
v. Some additional questions to consider:
    1. Should there be different arms of CAEECC? Or would that create silos?
    2. How can we best engage communities not on CAEECC in addition to ensuring authentic representation on CAEECC?
    3. What will be metrics of success for each proposal?
vi. CPUC could take this opportunity to task or explore with the Restructuring working Group with brainstorming potential innovations for CAEECC make-up and scope of work evolution to accelerate State climate and equity goals and bring new, more democratic access to real community engagement that has not yet existed.

4. Proposed Timeline
    a. An approach to compensating eligible stakeholders for this Restructuring Working Group should be determined before its launch (See Recommendation 2 for details on compensation options).
    b. The timeline should be sufficiently long to enable dialogue, brainstorm, debate, development of ideas.
    c. The timeline could be aligned with the application process and could start as soon as May or June, depending on discussions, next steps at the April CAEECC meeting as well as the schedule outlined by the Commissioner for the EE application and PA Business Plan proceeding. *Note, there will be a shifting of CAEECC facilitation team July 1, 2022, which may impact this schedule*
    d. Regardless the length of time should be no less than 6 months to allow for space between meetings to develop ideas as well as to ensure the process is accessible, especially to individuals or groups who have fewer resources and/or for which it would not be possible to participate on a fast timeline.
    e. The new WG will develop a specific timeline

5. Proposed Approach/Process to Co-Create [the forthcoming group will need to clarify if this is for the Restructuring Working Group or other aspects of CAEECC or something else?]
    a. Shared leadership
    b. Shared Power to communities/the Public
    c. Community-led decision-making for meaningful engagement leading to community ownership
    d. Build off of community-led engagement

e. Consider a Citizen's Assembly model (possibly aided by technology) towards a more inclusive democratic model (see here or here for more info)

6. Proposed Participants/Members
    a. Balance of voices to existing CAEECC members
    b. Balance power dynamics
    c. Community voices/organizations and/or individuals
    d. Community Based Organization (CBO) voices
    e. Environmental Justice (e.g., Asian Pacific Environmental Network (APEN), PODER, California Environmental Justice Alliance (CEJA), Local Clean Energy Alliance, The National Association for the Advancement of Colored People (NAACP),[42] etc.)
    f. Social Justice (e.g., Greenlining)
    g. Climate health related
    h. Public/civic sector (e.g., K-12, community colleges, rural local governments, etc.)
    i. Youth groups
    j. Green Building Professionals/ Building sector (AEC stakeholders)
    k. Renewable energy/technologies sector
    l. Variety of EE workforce groups and apprenticeships
    m. Intersectional groups such as those with EV / electrification of transportation sector
    n. Faith? (i.e., Interfaith Power and Light)
    o. Other?

7. Proposed Next Steps
    a. Connect with other mini teams to integrate their recommendations into this restructuring discussion/proposal (i.e., this Restructuring Working Group can be the mechanism to advance the other mini team recommendations as appropriate).
    b. If this proposal is approved by the CDEI Working Group and CAEECC:
        i. Work with Energy Division on the timeline and compensation opportunities for eligible groups,
        ii. Identify the composition of the group that will draft the prospectus, and
        iii. Outline a recruitment strategy for the proposed Restructuring Working Group.
    c. Provide the draft prospectus to the forthcoming working group for them to update/finalize the prospectus as one of their first tasks.
    d. Design membership based on #6
    e. Report on progress at CAEECC Full Quarterly Meetings.

[42] Centering Equity in the Sustainable Building Sector (CESBS) https://naacp.org/resources/guidelines-equitable-community-involvement-building-development-projects-and-policies.

Appendix 1: Working Group Member Organizations and Representatives

Table 1.1: CDEI WG Member Leads and Alternates

CAEECC Member or Ex-Officio	#	Organization	Lead	Alternate(s)
CAEECC MEMBERS	1	Consortium for Energy Efficiency (CEE)	Bernie Kotlier	Alex Lantsberg
	2	Center for Sustainable Energy (CSE)	Fabiola Lao	Stephen Gunther
	3	Southern California Edison (SCE)	Patty Neri	Chris Malotte
	4	Natural Resources Defense Council (NRDC)	Lara Ettenson	
	5	Tri-County Regional Energy Network (3C-REN)	Alejandra Tellez	
	6	Southern California Regional Energy Network (SoCalREN)	Fernanda Craig	
	7	The Energy Coalition	Genaro Bugarin	
	8	San Joaquin Valley Clean Energy Organization (SJVCEO)	Kelsey Jones	
NON-CAEECC MEMBERS	9	La Cooperativa Campesina de California	Robert Castaneda	
	10	ICF	Dany Kahumoku	
	11	SEI (Strategic Energy Innovations)	Jake Pollack	Stephanie Doi
	12	Viridis Consulting, LLC	Mabell Garcia Paine	
	13	Greenbank Associates	Alice Sung	
	14	Energy Efficiency Council	Allan Rago	Ron Garcia
	15	Future Energy Enterprises, LLC	Annette Beitel	
	16	Don Arambula Consulting	Don Arambula	Elizabeth Lowe
	17	Silent Running LLC	James Dodenhoff	
EX-OFFICIO	18	California Public Utilities Commission (CPUC)	Alison LaBonte	Nils Strindberg, Nicole Cropper, Yeshi Lemma, and Peter Franzese

Appendix 2: Additional Information and Recommendation Ideas for Compensation

Additional Considerations and Action Items for Each Recommendation

Recommendation 1: CBOs and under-resourced organizations, located in and serving Environmental and Social Justice (ESJ) Communities, should be compensated for Membership in CAEECC using fixed-fee based remuneration to ensure their meaningful participation in CAEECC meetings and activities.

- *Deadline:* Proposal for compensation mechanism to be finalized and approved no later than November 1, 2022.

Additional considerations:

1. Implementation of Recommendation 1 is dependent upon completion of other selected Sub-Working Group (Sub-WG) Recommendations (especially those that require coordination with the Recruitment & Retention Sub-WG).
2. Avoiding real or perceived Conflict of Interest is of paramount importance. It is difficult to envision a party that has previously been an intervenor in an EE proceeding being eligible for Compensation under this recommendation.

***Short-term actions to further inform Recommendation 1*:**

1. Examine the following sample fixed-fee based compensation model, which is based upon a set of baseline membership activities, including those in CAEECC's Goals, Roles & Responsibilities, and Ground Rules:
   (*Please see the draft multi-scenario compensation sample budget for hourly breakdowns and details for the baseline, low- and high-cost scenarios listed below*)
   a. **CAEECC Quarterly meeting participation:** Preparation, attendance, follow-up tasks (e.g., monitor communications from the facilitator team, survey) for (4) four CAEECC Quarterly Meetings - approximately $10,000 per year per Member (this includes onboarding and standard per diem rates).
   b. **Working Group participation**: Preparation, attendance, follow-up tasks and homework for one (1) CAEECC Working Group - approximately $2,100 per Working Group per Member.
   c. **Ad-Hoc Workshop participation:** Preparation, attendance, follow-up tasks for two (2) CAEECC Ad-Hoc Workshops per year - approximately $1,500 per Ad-hoc Workshop per Member.
   d. **Sample high-level annual budget** developed with baseline, low and high-cost scenarios, inclusive of allocation for JEDI Consultant:

	Baseline (Annual/3-Year)	**Low (Annual/3-Year)**	**High (Annual/3-Year)**

5 Full-Time CBOs and/or Under-resourced organizations as CAEECC Members	$85.5K/$275K	$59K/$193K	$115K/$372K
10 Full-Time CBOs and/or Under-resourced organizations as CAEECC Members	$144K/$464K	$100/$325K	$194K/$626K

**Note these sample budgets include an allocation for JEDI Consultant Work to assist in the development and implementation of Compensation structure for CBOs and under-resourced organizations to directly participate as CAEECC Members. Expenses to be compensated at Standard State of CA Per Diem Rates.*

2. Examine the stipend model for the **Solar on Multi-Family Affordable Housing (SOMAH)** Advisory Council:
    e. Program background
        i. SOMAH provides financial incentives for installing solar photovoltaic (PV) energy systems on multifamily affordable housing.
        ii. It is administered by a statewide, non-profit Program Administration (PA) team and is funded by the Greenhouse Gas Reduction Fund (GGRF) allowance revenues received by IOUs that are set aside for clean energy and energy efficiency projects.
        iii. The program's funding mechanism is statutorily mandated by Assembly Bill (AB) 693 (Eggman) signed into law in 2015.
    f. Advisory Council: *Article IX: Compensation in the bylaws*:
        i. "1. **Status of members**. Members of the Advisory Council are volunteers and are not employees of organizations comprising the SOMAH Program Administrator team, the California Public Utilities Commission, participating investor-owned utilities, or the State of California.
        2. **Stipend**. Members of the Advisory Council are eligible to receive a $500.00 stipend for each quarterly meeting attended. Partial participation in a quarterly meeting will result in a partial stipend, the amount of which will be directly proportional to the time attended versus total meeting time.
        3. **Travel reimbursement**. To remove barriers to participation, members of the Advisory Council are eligible to receive reimbursement for eligible travel expenses related to attending SOMAH Advisory Council meetings.
            a. The Advisory Council Travel Policy governs the eligibility of expenses, and reimbursement terms and conditions.
            b. The Advisory Council Travel Policy may be amended at any time at the discretion of the SOMAH Program Administrator."
3. Research and review examples of other compensation models.
4. Explore using the administrative vehicle of a pilot project (with a minimum of three years of funding) to assure continuity of funding, stability, and ample time to assess, improve and enhance the project design.

***Long-term actions to implement Recommendation 1*:**

1. Benchmark other models against Recommendation 1.
2. Coordinate with Recruitment and Retention Sub-WG to better assess whether proposed levels of compensation provide sufficient value added for prospective CBOs and under-resourced organization participants.

Recommendation #2: Establish regular membership activities eligible for compensation to help facilitate the compensation process. These activities should include, but not be limited to onboarding activities (e.g., orientation, one-on-one conversations with Co-Chairs and/or facilitator team); attendance at Quarterly Meetings; preparation for all meetings (e.g., tracking facilitator and Co-Chair communications, completing surveys/homework); and participation in a Working Group(s), Sub-Working Group(s), and/or Ad-Hoc CAEECC workshops and related Working Group/workshop activities.

- *Deadline:* List of eligible activities to be finalized and approved no later than June 1, 2022.

Additional consideration:

1. Refer to the most recent "Request for Applications" that SOMAH used for its Advisory Council, which lists activities (and corresponding categories) that could serve as other potential eligible activities for compensation for CAECCC members.

***Short-term actions to further inform Recommendation 2*:**

1. Draw from existing CAEECC member roles and responsibilities to develop "job description" of CAEECC membership,
2. Bundle baseline responsibilities to finalize stipend elements and determine timeframe for payment (Quarterly? Annually? Bi-Annually?) and payment terms for payment (In advance of the relevant time period? Immediately after the relevant time period? Other?).

Long-term actions to implement Recommendation 2:

1. Provide a simple mechanism for compensation for ad-hoc or unforeseen activities where CAEECC resources are required.
2. Develop mechanism for addressing "Contingency Situations" (e.g., an organization leaves CAEECC; an individual representing an organization leaves CAEECC but is replaced by another individual from the same organization).
3. Develop reporting mechanisms and protocols for compensation and parties required to be notified.

Recommendation 3: CPUC staff to determine the feasibility and availability of using funds allocated for energy efficiency (EE) purposes to compensate CBOs and under-resourced organizations for their participation in CAEECC meetings and activities. The second option (to be pursued simultaneously by an existing or future WG) is to explore possible funding from one or more third-party philanthropic entities that do not have a conflict of interest in CPUC EE Proceedings.

- *Deadline*: Determine feasibility and availability of EE-allocated funding for compensation purposes no later than September 1, 2022. The second option will follow the same timeline.

Additional considerations:

1. **CPUC CBO Participation Pilot Program Update**: The Commission's Environmental and Social Justice (ESJ) Action Plan: Draft Version 2.0 includes action item 1.2.2, which calls for News and Outreach Office staff to "Identify a funding source outside of ICOMP and create a pilot program that aims to facilitate deeper involvement of CBOs in CPUC programs and processes." The Compensation Sub-Working Group received the following update from staff:
    a. Administrative funds for staff resources (e.g., computers) were considered as a potential funding stream, but all these funds had already been allocated. Additionally, it's not clear whether there's the authority to use these funds for CBO compensation.
    b. CPUC has many different mechanisms, which are all ratepayer funded, unless indicated otherwise by legislation (e.g., Solar on Multifamily Affordable Housing, SOMAH).
    c. Staff is also considering using some funds from the Commission's enforcement program, but legal questions remain about whether enforcement policy could be a funding mechanism.
2. A reliable and sufficient source of funding should be established **for at least three fiscal years** because it would help assure continuity and sustainability of CBOs and under-resourced groups' participation in CAEECC.
3. Engaging philanthropic entities would require exploratory conversations to gauge their interest in funding CAEECC's compensation efforts.
4. The use of a third-party philanthropic entity would be focused on direct underwriting through an existing program rather than through a lengthy and highly uncertain grant application process.
5. The existing CPUC decision, D-15-10-028 from which CAEECC was created, may provide legal and/or regulatory constraints. The Decision called for the following for CAEECC:
    • A clear charter or mission,
    • Defined and measurable outcomes (e.g., deliverables or decision points),
    • Process to keep track of discussions,
    • An independent facilitator and administrative support,
    • Committed and representative membership,
    • Presentation of ideas at an appropriate time to allow for input early in development,
    • Resources to "follow through" with action items and decisions, and
    • A feedback loop for PAs to update stakeholders on actions taken after a discussion.
6. Precedent in the State of Illinois: In the State of Illinois, the Illinois Commerce Commission (ICC) regulates electric utilities. The ICC compensation program is housed within the Office of Diversity and Community Affairs.
    a. Last year (2021), the IL legislature passed sweeping and comprehensive energy legislation that included various efforts targeted to disadvantaged and BIPOC communities

b. Provides for a fixed $'age (.25%) of approved EE Portfolio funds (approximately $1.3 Million in total) to be dedicated to JEDI initiatives
c. Funding is used primarily for a JEDI Consultant/Facilitator who reports to a Leadership Team of CBO's. The utility is solely a fiscal agent and has does not direct the JEDI Facilitator's activities
d. Foundation funding was used in Illinois during the first three years of the EE Stakeholder Advisory Group (a group very similar in scope to CAEECC and which is now approximately 10 years old)

Short-term action to further inform Recommendation 3:

1. Identify a straw list of third-party philanthropic entities that appear to be good candidates to provide funding (this list is not exhaustive and is just a starting point for consideration):
    a. Energy Foundation
    b. Hewlett Foundation
    c. The Climate + Clean Energy Equity Fund (Note: CA is not currently one of the states they fund, but additional states will be added in 2022)
    d. The California Foundation
    e. The David and Lucille Packard Foundation
    f. MacArthur Foundation
    g. American Cities Climate Challenge (by Bloomberg Philanthropies)
    h. C40 Cities (funded by foundations, corporations, and governments)
    i. FUSE Executive Fellowship Program (funded by government partners and/or philanthropic partners (e.g., foundations, corporations)
    j. Others

Long-term actions to implement Recommendation 3:

1. CPUC staff (and Commissioners, as relevant and/or required) will assess the feasibility of allocating EE funding to JEDI initiatives and related administrative barriers.
2. All ratepayer funding sources will be considered inclusive of Energy Efficiency EM&V funding. The basis for using EM&V funding would be that significant process improvements would be realized by integrating strong JEDI initiatives into Energy Efficiency programs.
3. Target philanthropic entities will be interviewed to assess feasibility of providing funding inclusive of amount, number of years funded, and required deliverables. Avoiding real or perceived Conflict of Interest is of paramount importance.

Recommendation 4: Leverage existing resources across CA State agencies to identify potential candidates for compensation – in coordination with Recruitment and Retention Sub-Working Group – to ensure these are CBOs and under-resourced organizations located in and serving Environmental and Social Justice (ESJ) Communities.

- *Deadline:* List of potential organizations for compensation to be finalized and approved no later than June 30, 2022.

Additional considerations:

1. There are state agencies not directly involved with the energy sector, such as the Strategic Growth Council, that have comprehensive JEDI and racial equity resources that should be reviewed for best practices and lessons learned.
2. To help identify CBOs and under-resources organizations located and serving ESJ communities, the Compensation Sub-WG recommends leveraging Table B1 (outlines different types of community engagement activities) found in the "Community Engagement as an indicator" proposal in CAEECC's Equity Metrics WG Final Report. The activities in the table are examples of meaningful community engagement activities that would demonstrate that a CBO or under-resourced organization has deep ties with and credibility in a community.

Short-term action to further inform Recommendation 4:

1. Coordinate with Recruitment and Retention Mini-Group to ensure alignment.
2. Provide a list of consultants and other resources that may be able to assist in the identification of CBOs and under-resourced organizations.

Long-term actions to further inform Recommendation 4:

1. Interview representative sample of identified CBO's and under-resourced organizations to validate interest in CAEECC participation and major barriers to participation (e.g., compensation, bandwidth, mission alignment, etc.)
2. Develop eligibility criteria for CBO's and under-resourced organizations for qualifying for this new compensation program.

Recommendation #5: Approve an **ongoing** Compensation Sub-Working Group – potentially collaborating with, or to be integrated with another CDEI sub-working group/mini team – to conduct necessary action items and allow for ample time to successfully implement the previous recommendations.

- *Deadline:* Approval of this ongoing Sub-Working Group to be finalized no later than CAEECC's Q1 Quarterly - Part 2 meeting on April 12, 2022.

The recommendations from the Compensation Mini WG have implementation timetables that extend into Q4 2022. This Mini working group is but one of five in the overall CDEI working group and we anticipate that those working groups will develop recommendations that will also require additional time—whether this be driven by the need for additional research, required CPUC and procedural approvals, gaining committed resources to attain critical bandwidth, and/or other factors.

Our work also indicated that JEDI initiatives are underway in a vast number of private sector and public sector organizations. 3rd Party Consultative expertise is evolving quickly in the JEDI field, and we strongly urge that CAEECC move forth on the steps necessary to employ the services of a qualified JEDI consultant.

Resources

1. **Sample JEDI Request for Proposal, Chula Vista, CA**

   REQUEST FOR PROPOSALS (RFP P10-22/23) FOR CONSULTING SERVICES FOR THE CREATION OF A DIVERSITY, EQUITY AND INCLUSION ACTION PLAN FOR THE CITY OF CHULA VISTA, CA, Issued February 21, 2022.

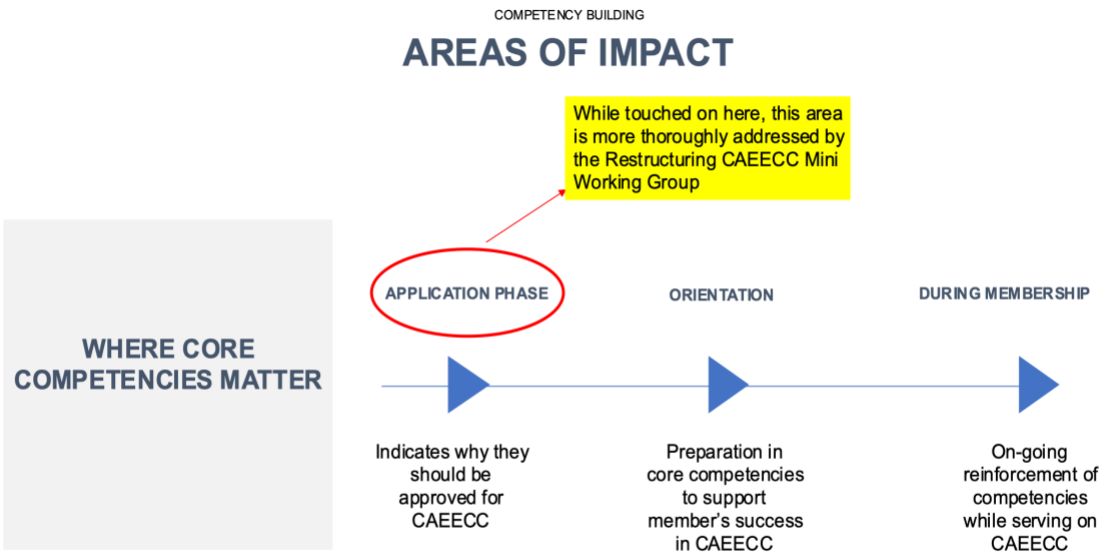
   List of Prospective Bidders (and Potential Source of JEDI Consulting Service Providers)

Appendix 3: Additional Information and Recommendation Ideas for Competency Building

Background

The Working Group defined two important aspects to the development of Core Competency recommendations:

1. What the competencies should be in
   - A. Energy Efficiency
   - B. Diversity, Equity, and Inclusion
   - C. CAEECC
2. When the competencies are needed



Approach to the Development of Recommendations

1. Reviewed the recommendations in the Competency Building Priority Table below and discussed them as a group
2. Agreed that the 6 highest scoring recommendations should be developed into full recommendations
   - Ideas #3 and #5 were combined into one.

3. Develop a build out plan for each recommendation and include any cost implications and identify decision makers.

Full List of Prioritized Recommendation Ideas

The prioritization table below summarizes the results of an individual homework assignment that asked WG Members to rank each idea. Scores represent the number of WG Members who selected that Recommendation idea in their top 5 within this category of recommendations. The focus of full WG discussion was on the recommendations listed in the body of the report. These ideas are included for reference as CAEECC continues its JEDI journey. Their inclusion here does not represent an endorsement by CAEECC or the Working Group.

Note: This section of the appendix is solely a full compilation of all recommendations provided by the CDEI Working Group. The Full CAEECC is only reviewing for approval the prioritized recommendations in Section 2-6, not these appendices. This list is for information only to ensure the recommendations are not lost as CAEECC continues to explore solutions to bring more diverse, equitable, and inclusive practices to CAEECC.

Competency Building Priority Table with Mini WG notes

#	Recommendation Idea	Score (Highest to Lowest)
1	**Orientation: Provide EE and JEDI primers (JEDI competency/training, EE glossary, CAEECC JEDI glossary, EE crash course/workshop, EE Policy Basics Handout)**	**10**
2	**During membership: Develop and adopt a JEDI Lens to utilize for decision-making and planning of CAEECC and CPUC strategies**	**8**
3	**Application phase: Willingness for Competency Building (applicants demonstrate a willingness to seek continued guidance related to JEDI and EE)** **Application phase: Stated Commitment (request applicants demonstrate a commitment to** justice, equity, **diversity, inclusion, and/or environmental justice)**	**7**
4	**Application phase: Energy Efficiency policy training for potential applicants** **Mini WG comments and observations – (1) it's not clear what the person who recommended this meant (2) is training at the application phase an area that should be covered by recruitment & retention or restructuring CAEECC**	**6**
5	**Application phase: Stated Commitment (request applicants demonstrate a commitment to** justice, equity, **diversity, inclusion, and/or environmental justice)**	**6**

6	**During membership: Trainings and refreshers led by underrepresented communities (revision: (1) replace underrepresented communities with trained racial equity facilitators, (2) EE + JEDI training)**	5
7	During membership: Ensure there is always, at minimum, one Member whose core organizational purpose is advocating for JEDI within the energy sector	4
8	Application phase: Representation and Executive Sponsorship:	3
9	During membership: JEDI consultant to conduct an education and training needs assessment	3
10	During membership: Provide methodology for Members to evaluate their organization's JEDI activities and commitments (internal and external)	3
11	During membership: Anonymous survey to evaluate Members' current JEDI competency	2
12	During membership: Provide JEDI competency/training for the Facilitation Team	2
13	During membership: Offer JEDI competency refreshers at set points during the year	2
14	During membership: Select representatives from CDEI WG to participate in the JEDI Competency Activities to adopt continuity	1

Appendix 4: Additional Information and Recommendation Ideas for Recruitment & Retention

Full List of Prioritized Recommendation Ideas

The prioritization table below summarizes the results of an individual homework assignment that asked WG Members to rank each idea. Scores represent the number of WG Members who selected that Recommendation idea in their top 5 within this category of recommendations. The focus of full WG discussion was on the recommendations listed in the body of the report. These ideas are included for reference as CAEECC continues its JEDI journey. Their inclusion here does not represent an endorsement by CAEECC or the Working Group.

Note: This section of the appendix is solely a full compilation of all recommendations provided by the CDEI Working Group. The Full CAEECC is only reviewing for approval the prioritized recommendations in Section 2-6, not these appendices. This list is for information only to ensure the recommendations are not lost as CAEECC continues to explore solutions to bring more diverse, equitable, and inclusive practices to CAEECC.

Recruitment & Retention Priority Table

#	Recommendation Idea	Score (Highest to Lowest)
1	**Relationship building: build relationships with organizations outside of traditional CPUC parties**	**11**
2	**Outreach: recruit from regions that are disadvantaged or underrepresented**	**8**
3	**Outreach: develop and recruitment & retention plan**	**7**
4	**Relationship building: engage with contractors who work with underrepresented customers**	**6**
5	**Public engagement: rethink public engagement more broadly (i.e., Be more open to and transparent about public comment)**	**6**
6	Public engagement: Provide information and discussion of energy programs as they impact low-income communities	5
7	Relationship building: reach out to the Diverse Business Enterprise firms	4
8	Outreach: engage the public through roadshows, town halls, and/or listening sessions	4
9	Outreach: assess the regions, communities, and audiences that current members represent	4
10	Public engagement: offer support meetings (e.g., to provide additional context, to let people of certain demographics connect)	3
11	Outreach: identify gaps in distribution and outreach lists	3
12	Outreach: diversity outreach	3
13	Public engagement: Reduce jargon to make meetings more accessible	2

14	Public engagement: Change power dynamics so everyone has a voice, and community members do not feel dominated or outnumbered	2
15	Public engagement: allow for sufficient public comment	1
16	Outreach: offer annual opportunity to promote/summarize JEDI commitments & activities	1

Additional details on the ideas in the table above are included here for reference, and are organized into three categories: Outreach, Relationship Building, and Public engagement.

Outreach

A) Develop a recruitment & retention plan (to be implemented by CAEECC leadership, members and CPUC staff). Ensure the plan is inclusive of leveraging personal networks of CAEECC and working group members.
B) Identify **gaps in distribution and outreach lists** before putting out request for new Members. Relatedly, mapping exercise to **envision what areas underrepresented voices** would really be taken to heart/considered seriously
C) Assess the regions, communities, and audiences that current CAEECC members represent
D) **Diversify outreach** (e.g., to CBO/front-line/social justice workers impacted by CAEECC's work; use Power Advocates to send a message that CAEECC would like to increase the diversity of its members)
E) Recruit from regions that are disadvantaged or underrepresented (geographic inclusivity)
F) Offer annual opportunity to promote/summarize JEDI commitments & activities, i.e., **panel discussion** (potentially including CPUC representation) to convey the policy importance of CAEECC's JEDI commitment
G) Do a roadshow to engage the public and/or town halls, listening sessions

Relationship Building

A) **Build relationships** with organizations outside of the traditional CPUC parties
B) **Engage with contractors** who work with underrepresented customers, and leverage those contractors to **engage with their customer base**
C) **Reach out to the Diverse Business Enterprise firms** certified in the CPUC Clearinghouse (e.g., minority-, women-, small-, and LGBQT+-owned)

Public Engagement

A) Allow for sufficient public comment
B) Reduce jargon and **make more accessible** – even if it's just a dedicated informal time

C) **Rethink public engagement** more broadly (e.g., be more open to public comments being responded to directly and recorded transparently in notes)
D) **Offer support meetings** (e.g., to provide additional context, to let people of certain demographics connect)
E) Ensure power dynamics change where everyone has a voice, and community members do not feel dominated or outnumbered
F) Provide information and discussion of **energy programs as they impact low-income** communities

Appendix 5: Additional Information and Recommendation Ideas for Facilitation

Full List of Prioritized Recommendation Ideas

The prioritization table below summarizes the results of an individual homework assignment that asked WG Members to rank each idea. Scores represent the number of WG Members who selected that Recommendation idea in their top 5 within this category of recommendations. The focus of full WG discussion was on the recommendations listed in the body of the report. These ideas are included for reference as CAEECC continues its JEDI journey. Their inclusion here does not represent an endorsement by CAEECC or the Working Group.

Note: This section of the appendix is solely a full compilation of all recommendations provided by the CDEI Working Group. The Full CAEECC is only reviewing for approval the prioritized recommendations in Section 2-6, not these appendices. This list is for information only to ensure the recommendations are not lost as CAEECC continues to explore solutions to bring more diverse, equitable, and inclusive practices to CAEECC.

Facilitation Priority Table

#	Recommendation Idea	Score (Highest to Lowest)
1	**Meeting accessibility: Offer virtual meeting option**	**8**
2	**Facilitation best practices: Build more time into agenda for disagreement, discussion, and quick energizing exercises**	**7**
3	**Facilitation JEDI support: Hire a consultant to either participate in meetings or analyze any proposed policies, reports, findings**	**5**
4	**Facilitation JEDI support: Avoid tokenism**	**5**
5	**Facilitation best practices: Provide ample time for processing information and multiple strategies for gathering input**	**5**
6	Facilitation JEDI support: Use a co-facilitator to read the room and monitor chat	4
7	Facilitation best practices: Pilot different strategies to invite underrepresented and quiet voices to speak up	4
8	Facilitation best practices: Make inclusivity a goal of every meeting - and review each meeting to confirm goal was met	4
9	Facilitation best practices: Conduct baseline JEDI survey on Members & Public perception of current Full CAEECC meetings	4
10	Meeting accessibility: Adopt strategies for disability justice	3
11	Meeting accessibility: Foster strategies to help prospective Members with language barriers	3
12	Meeting accessibility: Host some meetings outside major cities	3

13	Facilitation JEDI support: Require racial equity competency for CPUC representatives and Facilitators	3
14	Facilitation JEDI support: Include JEDI norms/groundrules slide in every meeting	3
15	Facilitation best practices: Ensure facilitation approach focuses on inclusion, positivity, and seeking consensus	3
16	Meeting accessibility: Make meeting times flexible or in evenings	2
17	Facilitation JEDI support: Leverage personality test results to improve engagement with all Members	1
18	Facilitation JEDI support: Alternate facilitation role among CAEECC Members	0
19	Facilitation best practices: Strong enforcement (or expectation?) of video groundrule (especially for JEDI conversations)	0

Additional details on the ideas in the table above are included here for reference, and are organized into three categories: meeting accessibility, Facilitation JEDI support, and Facilitation best practices.

Meeting accessibility

A) Offer **virtual meeting** option – even when there's an in-person meeting option
B) Adopt strategies for **disability justice** (e.g., translation of materials to improve language access; closed/live captioning for the hearing impaired; written testimony for people with speech impairments)
C) Foster strategies to help prospective Members with **language barriers**
D) Host some meetings outside major cities
E) Make meeting times flexible or in evenings

Facilitation JEDI Support

A) Hire a **consultant** to either participate in meetings or analyze any proposed policies, reports, findings
B) Alternate facilitation role (primarily for quarterly CAEECC meetings, possibly also WG meetings) **among CAEECC Members**
C) Use a **co-facilitator** to read the room and monitor chat (especially for any JEDI conversations)
D) Leverage **personality test** results to improve engagement with all Members
E) **Require racial equity competency** for CPUC representatives and Facilitators
F) Include JEDI **norms/groundrules slide** in every meeting
G) Avoid tokenism

Facilitation Best Practices

A) Pilot different strategies to invite **underrepresented and quiet voices** to speak up (beyond the "share the mic" meeting norm)

B) Ensure facilitation approach focuses on inclusion, positivity, and seeking consensus
C) Provide **ample time for processing information** and **multiple strategies for gathering input** (e.g., written and verbal, during and outside of meetings; polls and other interactive activities; consider a flipped classroom model focused exclusively on engagement, questions, and discussion)
D) **Make inclusivity a goal of every meeting** - and review each meeting to confirm goal was met
E) Build **more time into agenda** for disagreement, discussion, and quick energizing exercises (esp. for JEDI conversations)
F) Strong enforcement (or expectation?) of **video groundrule** (especially for JEDI conversations)
G) Conduct **baseline survey on Members & Public perception** of current Full CAEECC meetings (e.g., were their instances something was said that was offensive, or at odds with an inclusive dynamic?)

Appendix 6: Additional Information and Recommendation Ideas for Restructuring CAEECC

This section provides a list of the Restructuring CAEECC ideas that were brainstormed through homework assignments and then prioritized during meeting breakout sessions. The "1" or "+" were used to determine the prioritization and are retained here for reference. There are five subsections:

1) Accountability/reporting
2) Composition
3) Application Process
4) Governance Documents
5) Website

The first three sub-sections include prioritization; Governance Documents and Website were not discussed and prioritized.

ACCOUNTABILITY/REPORTING

NEW PRIORITIZED LIST OF RECOMMENDATIONS

1. Develop a living JEDI framework of reflectionary questions to guide and evaluate all actions within CAEECC, CAEECC required in deliverables to describe how followed framework, and develop a process to address the evaluation of said framework.
    a. Should this be DEI or DEIJ/JEDI/DEJI?
    b. At the PUC, they address them separately. EJ concerns can be approached differently from JEDI concerns
    c. Usually, people consider JEDI as the end goal, but Justice is the end goal and JEDI is the tool to get there.
2. Define success, highlight/spotlight examples that model towards that vision of success.
3. Other ones liked: #6 (CAEECC members following JEDI results in EE programs having a better JEDI lens), #7.

CURRENT LIST OF RECOMMENDATIONS

1. Hold CAEECC accountable to JEDI recommendations once adopted by CAEECC
    a. Perhaps develop a strategy to evaluate accountability and perhaps includes a metric
    b. Define success looks like _____, and reporting/measuring progress toward that vision.
2. Create a JEDI "checklist" to use in evaluating all proposed recommendations and reports to ensure JEDI is taken into consideration
3. Create a standing agenda topic to spotlight a Member's JEDI activity focused on extending ratepayer funded EE program to more diverse end-users and stakeholders
4. Create list of issues and next steps
5. Look to other jurisdictions for best practices
6. Create separate JEDI objectives for CAEECC Members vs EE Programs
    a. Does this mean that the criteria we hold members accountable for may differ from EE Programs (ratepayer funded programs)?

    b. Does CAEECC have any power of influence for EE programs?
7. Develop a plan to ensure the glossary be maintained as a resource, and periodically updated, for the benefit of full CAEECC and future WGs

COMPOSITION

NEW PRIORITIZED LIST OF RECOMMENDATIONS

Internal Assessment (7+) Use this as the first step to any future process/structure improvements

1. Assigned Seats (8+) – For example, full diversity of representation by CBOs, varied EJ Communities (can be encompassing of Tribal, but name it outright and identify an additional seat), Women-owned, DVBE, and small MBE businesses related to energy/EE and green building sector, rural and disparate geographies, public advocates, design and construction professionals, public sector including, local governments representing geographies and urban-suburban-rural, K12, Community colleges and higher education facilities , reps, non-profits such as mentioned on the jam boards, etc. should be required
    a. Recommendation: Ensuring assigned seat entity to similar type of entities (e.g., community action agency, would need to solicit feedback)
    b. Tribal nations
    c. Look to ESJ action plan definition
    d. Seats for sectors? Can be beneficiaries and implementers - need to further discuss.
    e. Be sure to balance membership, including balance of power/capacity/resources in addition to #s
2. Change Eligibility Criteria (7+) to allow for a broader range of groups to join CAEECC. Instead of looking for EE expertise, look for other types of expertise that intersect with energy equity. People with lived experiences and organizations that serve those communities can add a lot to these conversations, even if they don't have the same level of technical expertise. Change eligibility criteria to require racial equity competency if not a CBO/EJ/community organization
    a. Add in class, economic capability, etc. [i.e., low-income frontline community members]
    b. Questions: What level of EE and JEDI is required to be eligible and then how can we support members to advance their competencies in both areas over time?
3. Identify where in the CAEECC work and CPUC policy/authority, the input of community/outreach organizations is most critical and program designers/policy makers would be most receptive to deferring to this input from CBO/customer/community voices (6+)

CURRENT LIST OF RECOMMENDATIONS

1. Start with optional internal assessment of Members' demographic info (e.g., race, gender, age) – for baseline information, then craft JEDI recruitment and retention plan. +++++ ++
2. Assigned seats (e.g., Full diversity of representation by CBOs, Varied EJ Communities (can be encompassing of Tribal, but name it outright and identify an additional seat), Women -owned, DVBE, and small MBE businesses related to energy/EE and green building sector, rural and disparate geographies, public advocates, design and construction professionals, public sector including, local governments representing geographies and urban-suburban-rural, K12, Community colleges and higher education facilities , reps, non-profits such as mentioned on the

jam boards, etc. should be required ++++++++

a. Recommendation: Ensuring assigned seat entity to similar type of entities (e.g., community action agency, would need to solicit feedback)
b. Tribal nations
c. Look to ESJ action plan definition
d. Seats for sectors? Can be beneficiaries and implementers - need to further discuss.

3. Consider and codify representation approach where certain CAEECC members not only speak for their own organization, but for organizations which have similarly aligned interests (CBO's, Trade Association, Local Government Reps, etc. (Jim, Silent Running) -
4. To overcome capacity issues, consider various levels of membership, such that Members that may not have time/capacity to fully commit to CAEECC efforts can dedicate X amount of time. +++++
5. Term limits – either for leads or organization itself +++++-+
6. Change eligibility criteria +++++++
    a. to allow for a broader range of groups to join CAEECC. Instead of looking for EE expertise, look for other types of expertise that intersect with energy equity. People with lived experiences and organizations that serve those communities can add a lot to these conversations, even if they don't have the same level of technical expertise +
    b. Change eligibility criteria to require racial equity competency if not a CBO/EJ/community organization.
    c. Add in class, economic capability, etc. [i.e., low-income frontline community members]
    d. Questions: What level of EE and JEDI is required to be eligible and then how can we support members to advance their competencies in both areas over time
7. Disband current Members then require everyone to reapply +++ -+
    a. under the new criteria for eligibility, re-structuring and application process recommendations that come out of this.
8. Remove Members with conflicts of interest (e.g., IOU PAs and any large or recurring 3rd party implementer) Balance vs. conflict
9. Identify where in the CAEECC work and CPUC policy/authority, the input of community/outreach organizations is most critical and program designers/policy makers would be most receptive to deferring to this input from CBO/customer/community voices. ++++++
10. Adopt lead/alternate requirements in Charter (e.g., two leads, one lead and one alternate, require alternate to be non-leadership subject-matter expert) +
    a. What does "non-leadership" mean?
    b. Looks as if it says one can be an alternate and intentional a "subject-matter expert" (but does not specify with "what" expertise) yet is prohibited from being in a leadership role...?
    c. What is the intention of this Recommendation??

APPLICATION PROCESS

NEW PRIORITIZED LIST OF RECOMMENDATIONS

1. Include application questions on JEDI understanding and experiences (esp. related to EJ) [1111] Add info on what JEDI means; demonstrable experience and commitment matters not just understanding. Consider whether both applicant and Executive Sponsor need to speak to commitment and experience - this is important to avoid tokenism and ensure the organization as a whole is committed
2. Ensure recruitment and application documents showcase JEDI efforts and commitments (e.g., goal is representation that reflects the future of our industry, not its past or even current state) [111]
3. Application assistance workshops (review process and provide space for questions) [11]

CURRENT LIST OF RECOMMENDATIONS

1. Remove the requirement to have sponsorship from an existing member org. 1
2. Present tangible power/decision-making authority, value proposition, and impact for Members1
3. Provide transparency about selection process 1
4. Utilize "open hiring/recruitment": application form that contains 3-5 questions about the role; does not address things such as educational background, job titles, etc. so you only recruit off the responses from the questions posed 1
5. Application assistance workshops (review process and provide space for questions) 11
6. Include an equity rubric in the application process that accounts for demographic information
7. Provide coaching, education, and other resources to applicant 1
8. Include application questions on JEDI understanding and experiences (esp. related to EJ) 111 1
9. Ensure recruitment and application documents showcase JEDI efforts and commitments (e.g., goal is representation that reflects the future of our industry, not its past or even current state) 111
10. Encourage organizations to nominate upcoming leaders (not Senior leaders, with viewpoint that they tend to be white, older, heterosexual, and male)
11. Encourage current Members to “look within” their organization for reps who bring lived experiences and different perspectives

UPDATE GOVERNANCE DOCUMENTS

1. Update Charter and Roles & Responsibilities to reflect JEDI changes throughout recommendations list (for example, remove legacy sentiments along the lines of "must be EE/California policy expert" that are highly intimidating to the voices we wish to include and add CAEECC members consider justice, equity, diversity, and inclusion in their engagement with each other, populations served by policy CAEECC makes recommendations on, and CAEECC operations/ processes)
2. Update Conflict of Interest Policy & Groundrules to focus on representation disclosure (e.g., full CAEECC and WG Members need to say what organization they’re representing; remove Groundrule for non-CAEECC WG Members to fill out client list); AND review COI through lens of whether it’s still relevant, what the information collection and enforcement processes should be, and add requirement for CAEECC members to sign
3. Update Charter to include principles/commitment to diverse CAEECC leadership and

Membership representation

4. Update the CAEECC Charter with JEDI groundrules for Members and Facilitation Team

WEBSITE

1) Update the CAEECC website to list JEDI commitments, purpose (impact on policy & programs), actions & progress/accomplishments, and definitions
2) Create a one-pager summarizing CAEECC's purpose, members, and impact
3) Revamp website to be more accessible and information easier to digest. For example, make it easy to find info on what CAEECC has accomplished, what it prioritizes, who runs the group, etc. Consider more graphics, one-pagers, short videos, etc. Beyond simplifying, language and disability accessibility should be better-prioritized

Appendix 7: Key Definitions

Living Definition of Diversity

The CDEI WG developed a definition of Diversity, which was originally proposed by the Task Force that helped shape the WG's Prospectus and recruitment strategy. The intention of co-creating a definition was to guide the scope of recommendations for what the WG propose (since definitions help set boundaries and focus). At the first WG meeting, a representative from the CPUC explained why the CPUC has requested that race be featured as a priority, which was supported by WG Members. All but one WG Member supports this definition; an alternative definition is described in the footnote.

> Living Definition of Diversity: "Race as well as gender, gender identity or expression, sexual orientation, citizenship, religion, nationality, immigration status, ethnicity, culture, justice impacted, health status, age, ability, socioeconomic status, language, level of education, and any other category where persons have been marginalized, historically underrepresented, and/or discriminated against."[43]

Living Justice, Equity, Diversity & Inclusion Glossary

The WG discussed co-creating additional definitions (such as Equity and Inclusion), but in the interest of time and scope, a few volunteers worked with the Facilitator to develop the following Glossary, which was then reviewed, amended, and approved by the full CDEI WG.

Important Notes:

- This list of terms is intended to provide a shared language for Working Group (WG) Members.
- These definitions are not from or approved by CAEECC or the CPUC.
- These terms & definitions are always evolving and often mean different things to different people.
- This list is by no means exhaustive.
- The alphabetical layout of this glossary doesn't show the nuances and linkages between many key terms.
- Except as noted in footnotes, all definitions are from the University of Washington[44]

[43] The Working Group representative from Greenbank Associates objected to the definition on the basis of needing more clarity, including not having any one type of for-profit business /organization with a potential conflict of interest or material or potential significant profits or reputational gains with special interest points of view being over-represented. It is important to recognize that fronting tokenization of BIPOC or female staff members from PA's or other organizations whose makeup or ownership is predominantly white males, alone, may not meet this definition of diversity. The WG representative proposed the following definition instead: "Diversity is the presence of different and multiple characteristics that make up individual and collective identities and thus perspectives, including: race, gender, age, sexual orientation/gender identity, ethnicity, socioeconomic status, physical ability, educational status, marital/parental status, language, physical appearance, and national origin, as well as representation of widespread different people-centered points of view; for example, representative of various perspectives of marginalized groups or communities of color, and 'public sectors' as opposed to corporations or "private sectors'."

[44] University of Washington. https://environment.uw.edu/about/diversity-equity-inclusion/tools-and-additional-resources/glossary-dei-concepts/ Accessed 12/17/2021

- The WG supports periodically updating this document so it can continue to serve as a living resource for Members and Working Groups

Key Terms:

- **Ableism:** a set of beliefs or practices that devalue and discriminate against people with physical, intellectual, or psychiatric disabilities and often rests on the assumption that disabled people need to be 'fixed' in one form or the other.[45]
- **Ally:** Someone who supports a group other than one's own (in terms of multiple identities such as race, gender, age, ethnicity, sexual orientation, religion, etc.). An ally acknowledges oppression and actively commits to reducing their own complicity, investing in strengthening their own knowledge and awareness of oppression.
- **BIPOC:** An acronym used to refer to Black, Indigenous and People of Color. It is based on the recognition of collective experiences of systemic racism. As with any other identity term, it is up to individuals to use this term as an identifier.
- **Brave space**: Being able to hold oneself accountable in a public setting shows that it is ok to be vulnerable. This vulnerability can be in the form of sharing diverse perspectives, recognizing microaggressions and naming injustices. The most productive brave spaces embrace: "controversy with civility," "owning intentions and impacts," "challenge by choice," "respect" and "no attacks".[46]
- **Cisgender**: A term for people whose gender identity, expression or behavior aligns with those typically associated with their assigned sex at birth
- **Color Blind**: The belief in treating everyone "equally" by treating everyone the same; based on the presumption that differences are by definition bad or problematic, and therefore best ignored (*i.e., "I don't see race, gender, etc.")*.[47]
    - **Alternate definition:** The belief that everyone should be treated "equally" without respect to societal, economic, historical, racial, or other difference. No differences are seen or acknowledged; everyone is the same.[48]
- **Cultural Appropriation:** The non-consensual/misappropriate use of cultural elements for commodification or profit purposes – including symbols, art, language, customs, etc. – often without understanding, acknowledgment or respect for its value in the context of its original culture.
- **Discrimination:** The unequal treatment of members of various groups, based on conscious or unconscious prejudice, which favors one group over others on differences of race, gender, economic class, sexual orientation, physical ability, religion, language, age, national identity, religion, and other categories.

[45] Center for Disability Rights. https://cdrnys.org/blog/uncategorized/ableism/ Accessed 1/24/2022
[46] NC State University. https://diversity.ncsu.edu/news/2020/04/02/what-is-a-brave-space Accessed 1/30/2022. Note: this definition is a summary based on an article.
[47] Pacific University of Oregon. https://www.pacificu.edu/life-pacific/support-safety/office-equity-diversity-inclusion/edi-resources/glossary-terms#A Accessed 12/17/2021
[48] University of Washington definition

- **Diversity & Inclusion:**
    - **Diversity:** See WG living definition, above
    - **Inclusion:** The act of creating an environment in which any individual or group will be welcomed, respected, supported and valued as a fully participating member. An inclusive and welcoming climate embraces and respects differences.
    - **Distinction between Diversity and Inclusion**: You can have diversity without inclusion (e.g., tokenism, assimilation). You can't have inclusion without diversity. Focusing on inclusion gets you further than just focusing on diversity.[49]
- **Disadvantaged**: See CPUC Decision 18-05-041 "Addressing Energy Efficiency Business Plans", section 2.5.1 "Definition of Disadvantaged Communities".[50]
- **Equity:** The fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that prevent the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is necessary to provide equal opportunities to all groups.
- **Environmental Justice**: Embraces the principle that all people and communities have a right to equal protection and equal enforcement of environmental laws and regulations… Race and class still matter and map closely with pollution, unequal protection, and vulnerability. Today, zip code is still the most potent predictor of an individual's health and well-being… Reducing environmental, health, economic and racial disparities is a major priority of the Environmental Justice Movement.[51] Delegates to the First National People of Color Environmental Leadership Summit held on October 24-27, 1991, in Washington DC, drafted and adopted 17 principles of Environmental Justice. Since then, The Principles have served as a defining document for the growing grassroots movement for environmental justice.[52]
- **Extractive Industry Exploitation[53]:** People who live in areas where extractive industries operate often face poverty and human rights abuses. These industries exacerbate human rights abuses in many countries by making lands uninhabitable by polluting the environment.[54]
- **Gender Expression:** External appearance of one's gender identity, usually expressed through behavior, clothing, haircut or voice, and which may or may not conform to socially defined behaviors and characteristics typically associated with being either masculine or feminine.[55]
- **Gender Identity:** Distinct from the term "sexual orientation," refers to a person's internal sense of being male, female or something else. Since gender identity is internal, one's gender identity is not necessarily visible to others.

[49] Race Forward. https://www.raceforward.org/about/what-is-racial-equity-key-concepts
[50] CPUC D.18-05-041, pages 39-41. Available at https://www.caeecc.org/cpuc-documents
[51] Dr Robert Bullard. https://drrobertbullard.com/
[52] Principles of Environmental Justice. https://www.ejnet.org/ej/principles.html
[53] For a definition/explanation of Extractive Industry Discrimination, see Danish Institute for Human Rights: https://www.humanrights.dk/news/strengthening-womens-position-extractive-industries
[54] Earth Rights International. https://earthrights.org/what-we-do/extractive-industries/
[55] Human Rights Campaign. https://www.hrc.org/resources/sexual-orientation-and-gender-identity-terminology-and-definitions

- **Gender Non-conforming:** An individual whose gender expression is different from societal expectations related to gender.
- **Hard-to-reach**: See CPUC Decision 18-05-041 "Addressing Energy Efficiency Business Plans", section 2.5.1 "Definition of Hard-to-Reach Customers".[56] For context on how the definition has evolved from the Energy Efficiency Policy Manual to DEER Resolution to D. 18-05-041, see "HTR definitions and context" under "Key Documents" on the CAEECC Underserved Working Group webpage[57].
- **Implicit Bias:** Negative associations expressed automatically that people unknowingly hold and that affect our understanding, actions, and decisions; also known as unconscious or hidden bias.
- **Intersectionality:** A social construct that recognizes the fluid diversity of identities that a person can hold such as gender, race, class, religion, professional status, marital status, socioeconomic status, etc.
- **Justice-Impacted[58]:** include those who have been incarcerated or detained in a prison, immigration detention center, local jail, juvenile detention center, or any other carceral setting, those who have been convicted but not incarcerated, those who have been charged but not convicted, and those who have been arrested[59]
- **Limited English Proficiency[60]:** Individuals who do not speak English as their primary language and who have a limited ability to read, speak, write, or understand English can be limited English proficient, or "LEP." These individuals may be entitled language assistance with respect to a particular type of service, benefit, or encounter.[61]
- **LGBTQIA+[62]:** An inclusive term for those who identify as lesbian, gay, bisexual, transgender, queer, intersex, and asexual.
- **Microaggression:** The verbal, nonverbal and environmental slights, snubs, insults, or actions, whether intentional or unintentional, which communicate hostile, derogatory or negative messages to target persons based solely upon discriminatory belief systems.
- **Multicultural Competency:** A process of embracing diversity and learning about people from other cultural backgrounds. The key element to becoming more culturally competent is respect for the ways that others live in and organize the world and an openness to learn from them.
- **Privilege:** Exclusive access and/or preferential access to material and immaterial resources based on the membership to a dominant social group.

[56] CPUC D.18-05-041, pages 41-47. Available at https://www.caeecc.org/cpuc-documents
[57] HTR definitions and context: https://www.caeecc.org/underserved-working-group-2020
[58] Justice-Involved is sometimes used interchangeably with this term. Although Justice-impacted is specific to those impacted by the criminal justice system, it's worth noting that justice-involved is also used by the Substance Abuse and Mental Health Services Administration: https://soarworks.samhsa.gov/topics/criminal-justice.
[59] Law School Admission Council. https://www.lsac.org/data-research/research/justice-impacted-individuals-pipeline-national-exploration-law-school
[60] English Language Learner is another common term that some view as more positive and action-driven. The term is used by education justice advocates and the U.S. Dept. of Education Office for Civil Rights
[61] U.S. Department of Energy's Office of Economic Impact and Diversity. https://www.energy.gov/diversity/faqs-limited-english-proficiency-program
[62] UC Davis LGBTQIA Resource Center provides additional definitions: https://lgbtqia.ucdavis.edu/educated/glossary

- **Racial Equity** is a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color.
- **Racial and Ethnic Identity**: An individual's awareness and experience of being a member of a racial and ethnic group; the racial and ethnic categories that an individual chooses to describe him or herself based on such factors as biological heritage, physical appearance, cultural affiliation, early socialization, and personal experience.[63]
    - **Note**: To read dialogue regarding which identity options to use for different ethnicities, please see these footnote links. In short, research suggests it is best to ask people their racial and ethnic identity preferences.[64]
- **Racial Justice** is a vision and transformation of society to eliminate racial hierarchies and advance collective liberation, where Black, Indigenous, Latinx, Asian Americans, Native Hawaiians, and Pacific Islanders, in particular, have the dignity, resources, power, and self-determination to fully thrive.[65]
    - **Distinction between Racial Equity and Racial Justice**: Racial equity is the process for moving towards the vision of racial justice. Racial equity seeks measurable milestones and outcomes that can be achieved on the road to racial justice. Racial equity is necessary, but not sufficient, for racial justice.[66]
- **Racism, Individual Racism, and Structural Racism:**
    - **Racism:** Racism is different from racial prejudice, hatred, or discrimination. Racism involves one group having the power to carry out systematic discrimination through the institutional policies and practices of the society and by shaping the cultural beliefs and values that support those racist policies and practices.[67]
    - **Individual Racism:** Individual racism refers to the beliefs, attitudes, and actions of individuals that support or perpetuate racism. Individual racism can be deliberate, or the individual may act to perpetuate or support racism without knowing that is what he or she is doing.[68]
    - **Structural Racism**: A system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with "whiteness" and disadvantages associated with "color" to endure and adapt over time. Structural racism is not something that a few people or institutions choose to practice. Instead, it has been a feature of the social, economic, and political systems in which we all exist.[69]

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[63] Racial Equity Tools Glossary. https://www.racialequitytools.org/glossary

[64] 1) Pew Research Center. https://www.pewresearch.org/hispanic/2020/08/11/about-one-in-four-u-s-hispanics-have-heard-of-latinx-but-just-3-use-it/#fn-29384-5 2) https://www.kpbs.org/news/2021/jun/18/hispanic-latino-latinx-question-belonging/ 3) NPR. https://training.npr.org/2021/12/01/journalism-guide-terms-disability-ethnicity-gender-race/

[65] Race Forward. https://www.raceforward.org/about/what-is-racial-equity-key-concepts

[66] Ibid.

[67] Racial Equity Tools. https://www.racialequitytools.org/glossary

[68] Ibid.

[69] Aspen Institute. https://www.aspeninstitute.org/blog-posts/structural-racism-definition/ Accessed 1/24/2022

- **Safe Space:** Refers to an environment in which everyone feels comfortable expressing themselves and participating fully, without fear of attack, ridicule, or denial of experience.
- **Sexual Orientation:** An individual's enduring physical, romantic and/or emotional attraction to another person. Gender identity and sexual orientation are not the same. Transgender people may be straight, lesbian, gay or bisexual.
- **Social Justice:** Social justice constitutes a form of activism, based on principles of equity and inclusion that encompasses a vision of society in which the distribution of resources is equitable, and all members are physically and psychologically safe and secure. Social justice involves social actors who have a sense of their own agency as well as a sense of social responsibility toward and with others.
- **Structural inequality:** Systemic disadvantage(s) of one social group compared to other groups, rooted, and perpetuated through discriminatory practices (conscious or unconscious) that are reinforced through institutions, ideologies, representations, policies/laws, and practices. When this kind of inequality is related to racial/ethnic discrimination, it is referred to as systemic or structural racism.
- **System of Oppression:** Conscious and unconscious, non-random and organized harassment, discrimination, exploitation, discrimination, prejudice, and other forms of unequal treatment that impact different groups. Sometimes used to refer to systemic racism.
- **Tokenism:** Performative presence without meaningful participation. For example, a superficial invitation for the participation of members of a certain socially oppressed group, who are expected to speak for the whole group without giving this person a real opportunity to speak for her/himself/themselves.
- **Unconscious Bias:** see "Implicit Bias" above
- **Underserved [energy efficiency customers]:** As explored in the CAEECC Working Groups on "Underserved [customers]" and "Equity Metrics", there is no clear CPUC definition of "underserved". A discussion of three definitional options is presented in the Equity Metrics Working Group final report.[70]
- **White Fragility**: Discomfort and defensiveness on the part of a white person when confronted by information about racial inequality and injustice.
- **White Supremacy:** A power system structured and maintained by persons who classify themselves as White, whether consciously or subconsciously determined; and who feel superior to those of other racial/ethnic identities.

[70] CAEECC Equity Metrics Working Group Final Report, pages 21-24. Available at https://www.caeecc.org/cdei-working-group

Appendix 8: Discussion of Key Scope Questions

The bulleted list below includes each of the Key Scope Questions outlined in the Prospectus. The Key Scope Questions appear in italics and the WG's annotated responses appear in bold.

Membership Composition Key Scope Questions & Annotated Responses

- *What is the vision/goal of evaluating CAEECC membership?* Vision and goal of evaluating CAEECC Membership is to support JEDI recommendations
- *What types of organizations are under-represented or missing altogether as CAEECC Members?* See list in Appendix B of "CAEECC CDE WG – 2nd Mtg Summary 2.3.2033 redline" on the 2nd WG meeting page.[71]
- What measures can be taken to better reach under-represented peoples and organizations, such as Native American tribal groups? **See tab on "Memb Comp Responses" in "2nd Homework Synthesis" on 3rd WG meeting page.**[72]
- What are the barriers/potential reasons for those gaps (e.g., recruitment, capacity, familiarity with EE policy and program requirements, scope of CAEECC)? **See tab on "Memb Comp Responses" in "2nd Homework Synthesis" on 3rd WG meeting page.**[73]
- *What types of organizations, if any, might be over-represented on CAEECC?* See list in Appendix B of "CAEECC CDE WG – 2nd Mtg Summary 2.3.2033 redline" on the 2nd WG meeting page.[74]
- Would funding or other resources facilitate under-resourced organizations' participation as CAEECC Members and/or in CAEECC Working Groups? (Note: consider coordinating with CPUC on possible pilot opportunities) **See Compensation Recommendations in Section 2 of this report, and additional ideas brainstormed in the Appendix.**
- *Other topics/solution ideas as appropriate* (note, "Restructuring CAEECC" was added as a priority category/set of recommendations; it ties together the Membership Composition and JEDI recommendations and features bold recommendations for CAEECC's consideration)

Justice, Equity, Diversity & Inclusion Key Scope Questions & Annotated Responses

- *How can we diversify the lead and/or alternate representatives from CAEECC Member organizations on CAEECC?* **See list in Appendix B of "CAEECC CDE WG – 2nd Mtg Summary 2.3.2033 redline" on the 2nd WG meeting page.**[75]

[71] https://www.caeecc.org/second-cdei-wg-mtg
[72] https://www.caeecc.org/third-cdei-wg-mtg
[73] https://www.caeecc.org/third-cdei-wg-mtg
[74] https://www.caeecc.org/second-cdei-wg-mtg
[75] https://www.caeecc.org/second-cdei-wg-mtg

- *What forms of diversity does CAEECC want to foster (e.g., race as well as gender, gender identity or expression, sexual orientation, national origin, citizenship, age, ability, veteran, religion, income)?* **See living Diversity definition in Appendix 7**
- *What additional facilitation practices can we employ to foster more inclusive meetings?* **See Facilitation Recommendations in Section 2 of this report, and additional ideas brainstormed in the Appendix.**
- *What Member recruitment and retention strategies would advance our DEI commitment (e.g., possible compensation, geographic inclusivity in the context of future in-person meetings)?* **See Recruitment & Retention Recommendations in Section 2 of this report, and additional ideas brainstormed in the Appendix.**
- *What organizational and educational development practices should the CAEECC consider (e.g., building DEI competencies or DEI training for Members and the Facilitation team; creating EE policy basics trainings; updating the CAEECC website and/or Charter)?* **See Competency Building Recommendations in Section 2 of this report, and additional ideas brainstormed in the Appendix.**

Appendix 9: Implementation Considerations

Additional Voices to Engage

As part of homework and breakout discussions, WG Members brainstormed organizations outside of the WG from whom they wanted to seek input on the WG's draft recommendations. A mini team was formed to develop a strategy for soliciting input, but due to capacity constraints and staffing changes, the mini team was unable to finalize a proposal for the WG's consideration, or to begin and follow through with outreach to additional organizations. Instead, WG Members agreed to including the list of organizations brainstormed in this report.

Suggested organizations for CAEECC to consider engaging in the course of implementing JEDI recommendations (listed in no particular order):

- Trade allies
- Unions (work/work implementation groups)
- Authorized Agents of IOU's and Implementers
- Youth, universities, and emerging professionals (including respective diversity groups)
- Consumer advocates like CalPA and TURN
- Environmental, Racial, and Social Justice groups like Greenlining, Rising Sun, and California Environmental Justice Alliance (CEJA)
- Other experts (e.g., other agencies)
- Advocacy groups whose mission is to promote and establish diversity in EE (similar to E2, ACEEE, etc.)
- A representative sample of customers
- Local Government Coalitions
- Community Based Organizations and/or aggregations of Community Based Organizations
- Local Government Climate Action Organizations
- Tenant right groups
- BIPOC specific groups
- Community Service District Latino Service Providers

Implementation Considerations and Disclaimer

In the course of selecting and implementing recommendations, CAEECC and the CPUC will need to ensure that individual recommendations comply with California Proposition 209 (which bans preferential treatment based on sex or race/ethnicity) and other state and federal laws. The inclusion of recommendations in this report does not represent an endorsement by CAEECC or the CPUC.

Appendix 10: Key Meeting Info

The CDEI WG landing page on the CAEECC website includes links to the materials for each of the five WG meetings, plus the onboarding meeting. Meeting materials vary by meeting, but always include an agendas, slides, and meeting summary, and often include homework results and draft recommendation ideas. The CDEI WG landing page is available here: https://www.caeecc.org/cdei-working-group